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# ANNUAL REPORT

## 1993 - 1994



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CBC SRC



June 30, 1994

The Honourable Michel Dupuy, P.C., M.P.
Minister Designate of Canadian Heritage
Ottawa, Ontario

Dear Mr. Dupuy,

In accordance with Section 71, Part III, of the Broadcasting Act, I submit herewith the Annual Report of the Canadian Broadcasting Corporation for the fiscal year ended March 31, 1994.

Sincerely,

Anthony S. Manera
President and Chief Executive Officer



**COVER PAGE**
Scenes from Frédéric Back's latest animation film, *The Mighty River*.

This film, nominated for an Oscar, won first prize at the International Animated Film Festival of Annecy and was chosen best animated film for 1993 by the Lost Angeles Critics Award.

**PHOTOS**
CBC/SRC Archives, Gail Harvey, Sujee Quon, Greg Teckles, Michel Tessier

**ISSN**
0708-9392

**DESIGN**
Accurate Design & Communication Inc.

**LAYOUT**
CBC Head Office Reprographics

**PUBLICATION AND DISTRIBUTION**
Communications and Public Affairs
Canadian Broadcasting Corporation
P.O. Box 8478
1500 Bronson Avenue
Ottawa, Ontario K1G 3J5
(613) 738-6778

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# CORPORATE PROFILE

The Canadian Broadcasting Corporation was created by an Act of Parliament on November 2, 1936 and now operates under the 1991 Broadcasting Act.

The CBC is Canada's national public broadcasting service, rooted in all parts of the country. It exists for the benefit of all Canadians, recognizing their diversity of expectations, values, interests and needs. It produces, procures and distributes primarily Canadian programming, in English, French and a number of other languages, through its national, regional and local radio and television services, and various domestic and international specialty services.

## THE MISSION OF THE CBC IS . . .

- to inform, entertain and enlighten both general and specialized audiences;
- to contribute to the development of a shared national consciousness and identity;
- to reflect the regional and cultural diversity of Canada, by, among other things, presenting each region to itself and to the rest of the country;
- to contribute to the development of Canadian talent and culture; and,
- to reflect the changing realities of the Canadian experience and of the world in which we live, as seen by Canadian eyes, heard by Canadian ears, investigated by Canadian minds and explored by Canadian imaginations.

## THE CBC VALUES . . .

Canada, public service, its listeners and viewers, its human resources, creativity, excellence, diversity, integrity, efficiency and accountability.

## CBC PROGRAMS ARE DISTRIBUTED . . .

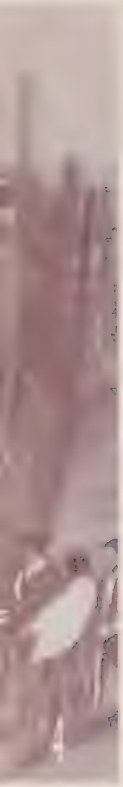
through Telesat's Anik series of satellites. The satellites are used in combination with 100,000 kilometers of microwave and landline, feeding 85 CBC owned stations, 1,154 CBC owned rebroadcasters, an additional 34 private affiliated stations and 263 affiliated or community owned rebroadcasters.

## ...IAN CBC PRODUCTION LOCATIONS

As of March 31, 1994




English Television
English Radio
French Television
French Radio
English/Native Languages Television
English/Native Languages Radio

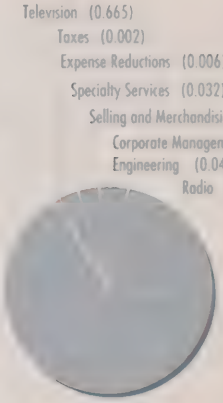


# FINANCIAL HIGHLIGHTS

## OPERATING

For the year ended March 31, 1994, the total operating expense after taxes was $1,481.5 million which includes an amount of $178.6 million relating to expenditures, such as amortization, which do not require current operating funds. When combined with items totalling $21.7 million expensed in previous years, the total items requiring operating funds were $1,324.6 million in 1993-94 as compared to $1,309.9 million the previous year for an increase of $14.7 million or 1.1%.

***Corporate Dollar 1993-94 Operating ($1.00)***



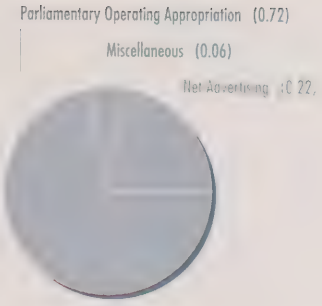

| | 1994 | 1993 | Change | |
|---|---|---|---|---|
| | *(thousands of dollars)* | | *%* | |
| **Television services** | 985,336 | 942,680 | **4.5** | Television services expenses increased by $42.7 million resulting from an increase of $46.7 million in program activities, offset by a decrease of $4.0 million in distribution activities. Expenses requiring current operating funds decreased by $11.9 million to $862.8 million. |
| **Radio services** | 324,789 | 307,389 | **5.7** | Total operating expenses for radio services increased by $17.4 million from the previous year. Program activities increased by $16.4 million while distribution activities increased by $1.0 million. Expenses requiring current operating funds totalled $282.1 million, a decrease of 1.8 million from the previous year. |
| **Corporate management and engineering services** | 63,724 | 63,915 | **-0.3** | Corporate management and engineering services expenditures decreased by $0.2 million. Activities requiring current operating funds decreased by $3.7 million to $56.3 million. |
| **Selling and merchandising** | 48,699 | 47,580 | **2.4** | Selling and merchandising expenses increased by $1.1 million. Activities requiring current operating funds decreased by $1.0 million to $43.5 million. |
| **Specialty services** | 46,854 | 33,401 | **40.3** | Specialty services expenditures increased by $13.4 million and relate primarily to CBC Newsworld which offset these increased expenditures with incremental cable subscription revenues. |
| **Expense reduction programs** | 9,338 | 10,659 | **-12.4** | Expense reduction programs decreased $1.3 million. |
| **Income and large corporation taxes** | 2,708 | 2,691 | **0.6** | Large corporations tax of $2.7 million is virtually unchanged from last year. |
| **Net items not requiring current operating funds** | 155,194 | 96,677 | **60.5** | Net items not requiring current operating funds increased by $58.5 million. The increases were $47.4 million for amortization, $34.8 million for the pension contribution holiday and $7.1 million for program inven[illegible] These increases were partially offset by decreases of $4.7 million in termination benefits/vacation pay and $4.4 million in interest [illegible] related to the Canadian Broadcasting Centre accrual mortgage. Items expensed in previous years but requiring current operating funds [illegible] $21.7 million. |
| **Surplus** | 21,987 | 19,469 | **14.7** | The surplus for 1993-94 was $2.8 million. The planned end of year accumulated surplus of $22.0 million is carried forward to assist the Corporation with projected funding deficiencies. |



## FINANCIAL HIGHLIGHTS (cont'd)

### INCOME

***Corporate Dollar 1993-94 Income ($1.00)***




| | 1994 | 1993 | Change | |
|---|---|---|---|---|
| | *(thousands of dollars)* | | *%* | |
| **Parliamentary operating appropriations** | 954,662 | 959,062 | **-0.5** | The 1993-94 parliamentary operating appropriation includes a transfer from the capital appropriation of $8.7 million. The 1992-93 total parliamentary operating appropriation of $959.1 million included a one time assistance of $40.6 million to fund the Corporation's shortfall. In total, the parliamentary operating appropriation reflects a decrease of $4.4 million. |
| **Net advertising** | 299,282 | 305,574 | **-2.1** | Net advertising revenue for 1993-94 decreased by $6.3 million primarily attributed to smaller than projected audiences and the continued difficult economic climate faced by the television advertising industry in general. |
| **Miscellaneous** | 75,128 | 67,265 | **11.7** | Miscellaneous revenue increased by $7.9 million primarily due to incremental CBC Newsworld cable subscription fees. |

### CAPITAL

The total expense for the year of $133.3 million was $16.3 million less than the previous year's total of $149.6 million. The decrease relates to appropriation realignments.

Of the total expense:

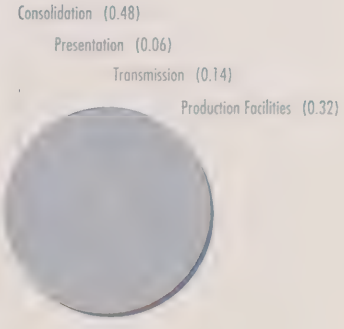
1) $63.8 million was attributed to the consolidation of facilities almost all of which relates to the Canadian Broadcasting Centre in Toronto and the Windsor plant.

2) $43.2 million was attributed to production facilities and includes all equipment used predominantly in the production of programs.

3) $18.6 million was attributed to transmission.

4) $7.7 million was attributed to presentation areas, facilities which are utilized up to the point where the signal leaves the master control.

***Corporate Dollar 1993-94 Capital ($1.00)***





# BOARD OF DIRECTORS 1993-1994

Patrick Watson
Chairman
Toronto, Ontario
(June 1991 - October 1994)

Gerard Veilleux
President and Chief Executive Officer
Ottawa, Ontario
(November 1989 - October 1994*)

Anthony S. Manera
President and Chief Executive Officer
Ottawa, Ontario
(February 1994 - February 1999)

Gilles Boulet
Assistant to the President
Université du Québec
Sainte-Foy, Quebec
(June 1990 - June 1995)

John Crispo
Professor, Political Economy
University of Toronto
Toronto, Ontario
(March 1991 - March 1994)

Michel Doyon
Lawyer
Gagné, Letarte, Sirois & Ass.
Sainte-Foy, Quebec
(March 1993 - March 1998)

Don M.E. Hamilton
President
General Communications Corp
Vancouver, British Columbia
(August 1992 - August 1995)

Nancy L. Juneau
Consultant
Shippagan, New Brunswick
(July 1989 - August 1994)

Sandra Kolber
Writer/Film Consultant
Westmount, Quebec
(June 1990 - June 1995)

Robert Kozminski
Lawyer/Businessman
Keystone Ford Sales Ltd.
Winnipeg, Manitoba
(December 1991 - December 1994)

Thompson MacDonald
President
Strategic Comm. Consultants Ltd.
Calgary, Alberta
(March 1993 - March 1998)

William H. Neville
Chairman
Hession, Neville & Associates
Ottawa, Ontario
(December 1992 - December 1995)

Main Paris, F.C.A.
Partner
KPMG
Ville Mont-Royal, Quebec
(March 1992 - March 1997)

Brian Peckford
President
Peckford Consulting Ltd.
Qualicum Beach, British Columbia
(December 1992 - December 1997)

W. Thomas R. Wilson
[illegible]
Weir & Foulds
Toronto, Ontario
(June 1993 - June 1998)

Glen Wright
President
Wright Mogg & Associates
Waterloo, Ontario
(August 1991 - August 1994)

* Resigned November 1, 1993

## COMMITTEES OF THE BOARD

***Executive Committee***
Patrick Watson (Chair), Anthony Manera, Gilles Boulet, Michel Doyon, Robert Kozminski, William Neville, Main Paris

***Audit Committee***
Main Paris (Chair), Robert Kozminski, Thompson MacDonald, William Neville, Brian Peckford, Thomas Wilson, Glen Wright

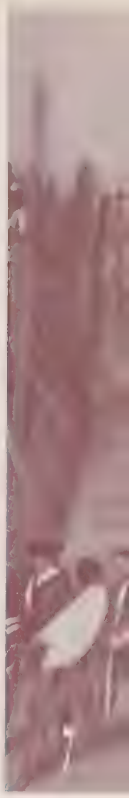
***Finance and Planning Committee***
Robert Kozminski (Chair), Anthony Manera, Thompson MacDonald, William Neville, Main Paris, Brian Peckford, Thomas Wilson, Glen Wrig

***Communications Committee***
Nancy Juneau (Chair), Don Hamilton (Vice-Chair), Patrick Watson, Anthony Manera, Michel Doyon, Thompson MacDonald

***Standing Committees on English Language/French Language Broadcasting***
*Core Group:* Patrick Watson (Chair), Anthony Manera, Nancy Juneau, Sandra Kolber, William Neville
*English Language Committee:* Patrick Watson (Chair), Anthony Manera, John Crispo, Don Hamilton, Nancy Juneau, Sandra Kolber, William Neville, Brian Peckford
*French Language Committee:* Patrick Watson (Chair), Anthony Manera, Gilles Boulet, Michel Doyon, Nancy Juneau, Sandra Kolber, William Neville, Main Paris

***Nominating Committee***
Patrick Watson (Chair), John Crispo, Nancy Juneau

***Human Resources Committee***
Glen Wright (Chair), Gilles Boulet (Vice-Chair), Patrick Watson, Anthony Manera, John Crispo, Sandra Kolber, Brian Peckford



# CHAIRMAN'S MESSAGE

With this Report, I close the books on my time as Chairman of the Board of Directors of the Canadian Broadcasting Corporation.



*Patrick Watson,*
*Chairman of the Board.*

It is appropriate, therefore, to reflect on a longer time frame than is usual in this Report and to contemplate what lies ahead for this, my broadcasting home, and, I venture, the electronic hearthstone for a great many Canadians.

Over my time as Chairman, this Corporation has been questioned and challenged as never before. We still show the scars from the cuts we made in 1990 when our financial horizons closed in on us. Those cuts helped erode support among our traditional constituencies, both in the regions and in Parliament itself (which is ironic since the cuts were a response to Ottawa's needs in the first place).

We now have to face squarely the impact of that loss of support and all the reasons for it. Problems with English Television seem at the heart of it. French Television has always been strong and vital. Despite its burden of advertising (which skews so much of our television services), our French Television is an essential element of French Canadian life in Quebec and across the land, its disappearance as unthinkable as the drying up of the St. Lawrence River.

And radio, French and English ... I venture to say that, with the possible exception of those "Golden Years" when Radio was inventing great drama, and of the war years when CBC and Radio-Canada correspondents defined this nation, our radio services have never been better.

These services are instantly recognizable as Canadian and as unquestionably oriented to the public service goals of public broadcasting.

Our great challenge is English Television.

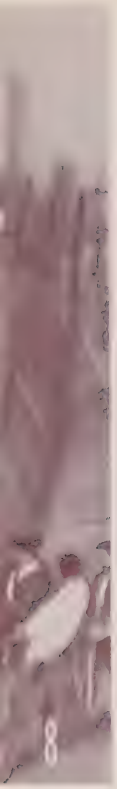
From its beginnings, English TV's ventures in the marketplace, and its carrying of American programs because Canadians wanted to see them and could not otherwise receive them, set in motion a dependence that would end up compromising the public broadcasting mandate of the CBC.

Those days, when the CBC was the only station in town, are long gone. In the most remote of Arctic settlements, a flood of American programming is available with a spin of the dish. The need long gone, American programming remains a part of the diet provided by CBC English Television.

In these times, when the problem is not choice but over-choice, both advertising and U.S. programming are obstacles to Canadians getting what they are owed by their public broadcaster.

If, in the broadcasting world being born—the mega-channel world, rich in choice, overwhelming in alternatives—English Television is to stand out among its audiences, as English Radio and French Radio and Television do with their audiences, then these obstacles will have to be removed. To do that, the commitment must be to the mandate. That means serving all Canadians with a broad variety of widely appealing programs that are almost all Canadian and that are there on our screens only for the purpose of serving, pleasing, delighting Canadians, enlightening them, provoking or reassuring, informing and sometimes, yes, upsetting them... but never, never, only to sell them something—that is the field of the private broadcasters.

We are now at nearly 90 percent Canadian content in prime time, 65 percent throughout the schedule. We must head for almost total Canadian programming, and absolutely total mandate programming.



## CHAIRMAN'S MESSAGE (cont'd)

Nothing should be on our air that does not meet the mandate. Nothing there just to earn dollars to keep us in the "fields of excellence" (which is the only reason for almost all the American programs we now carry).

It is an ambitious goal, but it is what the CBC is for. If we don't strike out for it—and for a reduction in the advertising which now skews our program choice—we are not doing what the people of Canada expect of us.

These twin challenges are expensive. Meeting them requires resources, the denial of which during the past four years was the most destructive adversary as the Corporation sought to build for the emerging broadcast environment.

How will that be done?

The government's commitment to four years of "predictable" financing does not move us toward these goals but it does give us a stable base upon which to plan. And the government's commitment to explore with us other revenue sources, in order to finally transform CBC English Television into "public television" in every sense, does open up possibilities.

I said to the Board in my final moments before them, "You must not lose your nerve." A major reason for my being able to depart in peace, so to speak, is that I am convinced they will not. I find the Board of Directors now ready and eager to tackle this next vital phase—the "renaissance phase"—particularly in English Television.

But it is much more than that. It is the capacity of the CBC, independently and wisely, in fruitful collaboration and discourse with its publics, to carry forward the work of the "national public broadcaster" in all of its cultural, industrial and social aspects, with passion and clarity, open to its publics, engaged, responsive.

The accountability motif—a major initiative of these last years, with its Ombudsman, its training of journalists, its Vice-President of Media Accountability—is part of it.

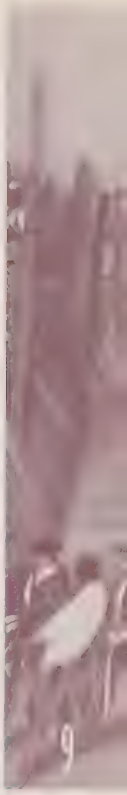
The growing involvement with other broadcasters and producers and distributors, private sector and public sector, at home and abroad, is part of it, along with the pressing need for the Corporation to become more and more entrepreneurially hip.

Part of it is reaching out to the community, to the communities, and bringing citizens into it—all those citizens (or most of them) whose second job is knowing how to run the CBC.

The final objective—I have said it across this country in virtually every one of the scores of speeches and interviews I have given, among friends and adversaries—the final objective is the consolidation of this prodigious instrument of Canada's self-awareness, expression, exploration and celebration—this potent democratic resource, this national treasure admired (like so much Canadian) far more abroad than at home, the consolidation of its work so there will be woven a fabric of radio and television so uncompromisingly our own **that whenever Canadians turn to any of our services, they will know—unequivocally—that they have come home**.



Patrick Watson
Chairman



# PRESIDENT'S REPORT

The year just past saw the entire Canadian broadcasting system facing fundamental changes, more changes than at any time since the introduction of television in the early fifties. For the Canadian Broadcasting Corporation, these changes meant that we faced not only the challenges posed by the fast approaching 200-plus channel universe and the imminent introduction of Digital Audio Broadcasting (DAB) for radio, but also others as well that are unique to Canada's national public broadcaster.



*Anthony S. Manera, President and Chief Executive Officer.*

In this respect, there were budgetary uncertainties, a lengthy hiatus involving the long term executive leadership of the Corporation, the necessity to adapt the organizational structure to mesh with the technologies of the new broadcast environment, and the imperative to adapt our programming to that same environment.

In the best of years, confronting any one of these challenges would be difficult. Facing them all in the same year was truly formidable. But, as the year ended, we could positively say for the first time in many years that we had advanced our horizon toward the longer term on virtually every front.

### *Funding*

The over-riding issue of the decade, our financing, had been put on a manageable basis by a series of government commitments that gave us a reasonably predictable, if still difficult, operating framework for the next four years. A $100 million cut in our base parliamentary appropriation, scheduled to take place over two years beginning in 1995-96, was instead delayed to start in 1996-97. The government committed itself to eschew further cuts during that time, and to launch a process to find new sources of funding from other than the public purse or advertising. A further commitment by the government was to give the Corporation the power to borrow in order to permit greater flexibility in its financial management

These commitments considerably relieved the pressure on the CBC. Lacking these changes, the capacity of the Corporation to meet its legislative mandate might well have been in doubt. Now it is not.

### *People*

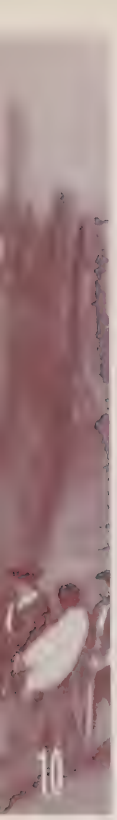
Following the resignation of my predecessor, Gérard Veilleux, and a three month period during which I served, at the request of the Board of Directors, as Acting President of the Corporation, the Prime Minister confirmed my appointment on February 3, 1994 to a five year term as President. In turn, this allowed a series of other executive positions to be filled on a continuing basis, notably those of the Vice-President of English Television, Jim Byrd, and of the Vice-President of French Television, Michèle Fortin

Creating an executive, managerial and employee environment in which our people are secure in their relationships with each other is a critical element in turning the Corporation from the problems of the moment to the possibilities of the longer term.

As well, streamlining our executive structure has shortened internal lines of decision-making—programming executives, for example, now report directly to the President—both speeding decision-making and signalling that our priority is programming

### *Technology*

Anticipating the introduction of new technologies particularly the direct-to-home broadcast satellites we moved to exploit the possibilities of these technologies by establishing joint ventures with private sector partners to launch two channels, Trio and Newsworld International, to broadcast into U.S. markets on a for-profit basis



## PRESIDENT'S REPORT (cont'd)

We were also given approval to create our long hoped for French language counterpart to Newsworld, le Réseau de l'information (RDI). This will reinforce our French language news leadership and provide our French-speaking audiences with the twenty-four hour information service that has been lacking for too long.

We also set the stage for digital audio broadcasting in Canada to begin within two years. This new system will revolutionize Canadian radio, public and private, in terms of cost, quality and reception. We can now plan for the expanded programming possibilities of the digital age.

### *Programming*

As the year ended, we were able to sharpen our focus on adapting our programming to better fit audience preferences. French Television had already made a powerful effort in that direction: 1993-94 saw a sweeping renewal of its schedule with an eye to the tastes and preferences of young francophones. Some 33 percent of French Television's daytime programming and 38 percent of prime time programs were new.

On English Television, we moved at the year's end to restore our main evening newscast, *Prime Time News*, to 10 p.m., reinstate late night regional newscasts and reinvigorate our regional broadcast activities, including a bold experiment — a joint union/management project, involving both new digital television technology and working patterns — in local news in the Windsor area. These moves were aimed, in part, at responding to audience reaction to programming decisions we made in the previous two years.

However, even the most visible disappointments — particularly the adverse reaction to the earlier time for English Television's main newscast — cannot obscure the overall progress in building a distinctive approach to television programming. As well, English Television programs continue to be watched at least once a week by four out of five English-speaking Canadians.

One particular success has been the flowering and profitability of Newsworld. Increasingly, it is where Canadians automatically turn when news is breaking, whether in Canada or abroad.

More broadly, CBC/SRC quality continues to be recognized in Canada and internationally. French Television, for example, won numerous awards and became the first Canadian broadcaster to win the most prestigious prize, for outstanding achievement, at the Banff Festival.

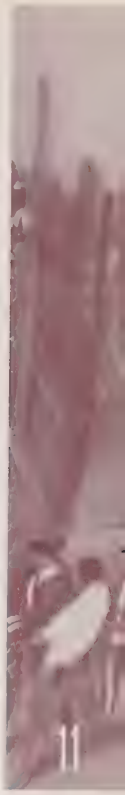
French Radio's excellence was marked by, among others, the Asian Broadcasting Union and the European Broadcasting Union and with awards including the second prize at the Prix Monte Carlo, the Prix de journalisme d'enquête and the Grand prix de journalisme from the Canadian Association of Journalists.

English Radio also enjoyed a vintage year winning 31 prizes, including 12 at the International Radio Festival of New York, four Gabriels, four from the Canadian Association of Journalists and three Junos. Many of these awards were generated by work at regional centres — CBH Halifax, for example, became the first Canadian station ever to win the Gabriel Award for Outstanding Achievement by a Radio Station.

Just as important as these measures of excellence are the more subjective judgements audiences make about the CBC's programming.

Most viewers of English Television, for example, view our programming as different from that of other broadcasters, indicating we are achieving what we set out to do. We are perceived to offer better programming than our main private competitor in national news, international news, documentaries and other public affairs programming, children's programming, Canadian drama and the performing arts.

In addition, the CBC's on-screen "look" is increasingly recognized for its distinguishing qualities, and increasingly effective in making our audiences aware of the full range of CBC services.



**PRESIDENT'S REPORT** (cont'd)

### *Looking to the Future*

Each of these elements—programming, people, funding and technology—provides an anchor for our planning and our actions.

As a result, we have been able to mitigate some of the corroding effects of budgetary uncertainty, restore a measure of optimism to our work and refocus our efforts on the primary purpose of the CBC—to give Canadians a view of themselves and their country that they cannot get from any other source.

As we look ahead, that purpose is more important than ever. Increasingly, the television dial is being divided and redivided into ever more specialized bits. The latest wave of specialty channels in Canada has already been approved by the CRTC.

This expanding range of choice both enriches our lives and increases the danger that Canada's authentic voice will be lost in a rising din of non-Canadian noise. The CBC is the only broadcasting institution whose express purpose is to preserve that voice.

The private English language networks, for perfectly valid commercial reasons, have found their niche in broadcasting American programs to Canadians who want to see them. The U.S. programming is much less expensive than programming originated in Canada and delivers large audiences to advertisers.

But, of course, it does little in terms of either allowing Canadians to share their experiences with their compatriots or supporting Canada's cultural industries.

Support of Canada's cultural industries is of particular importance, because they, in all their forms, are emerging as a key economic sector in the export area. The CBC is a mainstay of the Canadian production industry in that it provides the "first window" for so much of its product. Without that help from the CBC, because of our smaller market, most Canadian producers would be unable to compete either in Canada or abroad.

On quality, our capacity to compete is clear. Nonetheless, as the private market gets larger and more diverse, and as niches are formed within niches, it will fall to the CBC to allow Canadians to continue to form their own view of themselves—or there won't be a shared view of any note, nor much distinctively Canadian programming to export.

### *Our Strategy*

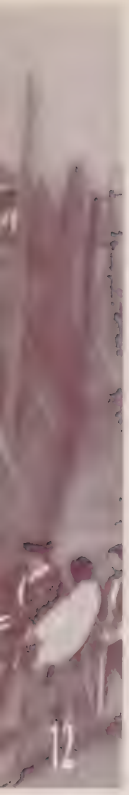
Our strategy, which is aimed at confronting this reality, has the following critical elements:

1. **Canadian content:** It is the CBC's core purpose. I believe that at least 90 percent of our programming throughout our television schedules should be Canadian. We will work toward that as our resources and creativity allow.

2. **The reflection of our regions:** We need to strengthen the way our programming reflects Canadians in their regions by the content that is on screen rather than in terms of bricks and mortar. Technology will allow us to move further and more broadly in this direction; economics may well require it; audiences increasingly will demand it.

3. **The reflection of contemporary Canadian society:** Canada is changing. We have made progress in reflecting the changes, but we are a long way from the day when every Canadian can look at CBC programming and say, "That's me."

4. **Cross-cultural exchanges:** In the past year, English Television carried such French Television productions as *Blanche*, *Shehaweh* and *Scoop*; French Television carried programs such as *North of 60* and *Northwood*. Increasingly, however, we will need to direct our effort to collaborative endeavours in addition to programs in translation.



**PRESIDENT'S REPORT** (cont'd)

5. **Marketing our programming:** We are using emerging technologies to build an international market for our programs through our joint venture for satellite transmission of Trio and Newsworld International. This may well develop into an important revenue source for the Corporation.

   In addition, traditional sales to other national broadcasters can be a growing source of revenue and have other spinoffs for Canada; the success of *The Road to Avonlea* on Japanese television has strengthened tourism on Prince Edward Island. In French, the international career of the drama series *Blanche* is expanding rapidly. At the end of the fiscal year, the series had already been sold to 10 countries.

6. **The development of the Corporation as a lean, nimble instrument capable of delivering its programming goals and fulfilling its mandate:** The financial imperatives since 1990 made this an almost all-consuming process for my predecessor. The more recent government commitments have allowed us to lift our eyes from the question of survival to the question of purpose.

We must still work assiduously over the coming four years to meet the shortfalls due to the announced reductions in our parliamentary appropriation and other unavoidable expenses, and to fulfil our programming objectives.

But if we are to increase Canadian content and reduce our dependence on advertising, we have to show unprecedented financial and organizational creativity.

So the work to improve our efficiency will continue. But it will continue now with an eye to a more distant horizon.

In closing, a personal note ... all the people of the CBC have worked through a time of great difficulty to create the possibilities that are now opening before the Corporation. My thanks go to all of them.

I would also like to give special thanks to two people. One is Gérard Veilleux, former President and CEO, whose tireless work to confront the CBC's difficulties and prepare it for the future laid the basis for our long term success. Many important initiatives were put in place during his tenure. One example, among several, is that of strategic alliances with both private and public sector partners; these will compound in value as the CBC evolves. A further initiative of particular significance, his effort to promote greater collaboration between our French and English language programmers, is already bearing fruit and is of great importance during these challenging times.

The second is Patrick Watson, who is leaving the chairmanship of the CBC Board of Directors on June 30, 1994. His stewardship has served to transform the Board into a vital instrument that is essential to defining the broad directions of the Corporation while maintaining that critical balance between independence and accountability. During his term many difficult decisions had to be made by the Board. It was also a time of great accomplishment, not the least being an enhanced journalistic accountability framework.



Anthony S. Manera
President and CEO



# THE BROADCASTING ENVIRONMENT

The remainder of the decade will undoubtedly hold exciting changes for both radio and television audiences. But it will also present broadcasters with unique challenges.

## TELEVISION

The continued expansion of the television service universe, including the licensing of new Canadian specialty services, will exacerbate the problem of audience fragmentation. Whether or not the much heralded "200 channel universe" becomes reality remains to be seen, but the capacity to make it possible has already been created in Digital Video Compression (DVC). Simply put, DVC allows many television signals to be squeezed into the space previously occupied by only one. This technology can be applied to all television distribution media—cable, satellite and various forms of terrestrial broadcast.

Following an extensive public hearing on the structure of the Canadian broadcasting system in February 1993, the Canadian Radio-television and Telecommunications Commission (CRTC) put in place a new regulatory framework. Its objective is to preserve the balance between Canadian content and foreign programming, while providing tools to the cable industry to compete with new domestic and foreign Direct to Home (DTH) broadcast services. At the same time, the CRTC issued a call for new Canadian specialty services and heard from more than forty applicants during four weeks of public hearings in early 1994. The CBC submitted a unilateral application for a French all-news channel, le Réseau de l'information, and participated with private sector partners in four others—Festival, Headline, Chapiteau and Showcase. Licensing decisions by the CRTC are expected in June 1994 and new services are expected to be launched in January 1995.

## RADIO

**Digital Audio Broadcasting**—The Corporation's transition to digital radio moved strongly forward in 1993, continuing the close industry/government cooperation that marked 1992. Digital Radio Research Incorporated (DRRI), a collaboration by the CBC and the Canadian Association of Broadcasters, built experimental digital transmitters in Toronto and Barrie, Ontario, that proved the effectiveness of the L-band for digital radio broadcasting. Subsequently, DRRI opened Canada's first permanent digital radio stations—one in Toronto and a single frequency network of three transmitters in Montreal.

The opening of these stations coincided with the CBC co-sponsored, second international symposium on digital audio broadcasting held in March 1994 in Toronto. The Honourable Michel Dupuy, Minister Designate of Canadian Heritage, used the occasion of the symposium to announce his acceptance of a report from the Task Force on the Implementation of Digital Radio. The Task Force, vigorously supported by the CBC, began in 1992. The report recommended that digital radio become a replacement medium for AM and FM, with stations beginning digital transmission in 1995.

**Digital Cable Audio**—The digital revolution also has significant implications for the distribution of radio services. As the television world was affected by the fragmentation brought about by widespread availability of new services on cable, radio faces something similar.

Digital audio services, offering the much higher audio quality possible with this technology, are already available via satellite-to-cable in the United States. Here at home, the CRTC issued licences for



## THE BROADCASTING ENVIRONMENT (cont'd)

two such services last year. However, the federal cabinet referred that CRTC decision back to the Commission for reconsideration in September 1993, citing, in particular, the need to ensure appropriate levels of Canadian content. The applicants for the services resubmitted their proposals for consideration at a public hearing in April 1994. While the final decision regarding the licensing of these services is not yet known, it is likely that new broadcast stations and satellite-to-cable specialty services will be launched in the near future and will compete with conventional radio services for audience share.

**Digital Production Technology** — On the production side, desktop digital audio editing, first used in Australia, is now in use in the CBC's Toronto Broadcasting Centre. Desktop radio, requiring no physical tape, allows more efficient and flexible production methods and will benefit all those in program production.

### THE CBC STRATEGY

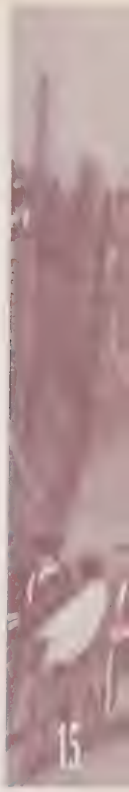
Faced with a proliferation of American television channels competing for "screen time" and the continuing domination by American programs in the prime time schedules of most Canadian broadcasters, Canada's need for a national public broadcaster has never been greater. For more than two years, the Corporation has had to reallocate its scarce resources to continue to meet its mandate as efficiently as possible, while, at the same time, positioning itself to meet the multi-channel universe. The priorities for the CBC's repositioning strategy, as outlined in the March 1993 repositioning report, target three main areas: programming excellence, management excellence and stable funding.

**Programming Excellence** — Programming excellence deals with how the Corporation intends to achieve its mandate requirements to provide quality Canadian radio and television services that attract a wide range of viewers; reflect Canadians across the land to themselves and each other; broadcast its programming in both official languages from coast to coast to coast; and, in a very real sense, act as a unifying force linking all Canadians.

One of the results is that more English/French cross-cultural programming is now on both television services. The English television network, for example, showed the French network's *Blanche*, *Shehaweh* and *Scoop*. Similarly, the French television network purchased from the English network *The Road to Avonlea*, *North of 60* and mini-series such as *Conspiracy of Silence*. As well, cross-cultural programs have been featured on the CBC's radio services through the exchange, for example, of performing arts and journalistic programming.

The programming initiatives of the repositioning strategy are also designed to better serve CBC's audiences by providing a Canadian service through which the country's regions, communities, cultures and languages can communicate with one another. Two recent undertakings in Windsor, Ontario, and Saint John, New Brunswick, demonstrate the Corporation's commitment to this initiative.

Since December 1990, when the Corporation adopted a regional approach to supper hour news programming, CBET Windsor operated as a news bureau. The Windsor project, as approved by the Corporation's Board of Directors, would permit the Corporation to reinstate local news production in the city by employing new technology and production methods which permit reporters and camera operators to combine work usually done by members of different unions. In March 1994, the Corporation signed an agreement with two of its unions — the National Association of Broadcast Employees and Technicians (NABET) and the Canadian Wire Service Guild (CWSG) — allowing the CBC to proceed with the Windsor project on a test basis and, therefore, to resume local television news production in summer 1994. The project includes training programs for staff and will be developed and administered jointly by the unions and management.



## THE BROADCASTING ENVIRONMENT (cont'd)

In the fall of 1993, the CBC applied to the CRTC for a licence to operate an English language, owned and operated television station in New Brunswick, the only province in Canada which does not have a CBC owned and operated English language station. The basis of the application is an agreement between the CBC, CanWest Global and New Brunswick Broadcasting Co. Limited (NBBCL) which involves the acquisition of all NBBCL's television assets. Under the agreement, CanWest Global will acquire the assets to continue the operation of the regional network service known as MITV, and the CBC will acquire the transmission assets for the operation of CHSJ-TV, currently a CBC affiliate.

Both the Corporation and CanWest Global appeared before the CRTC in December 1993 at hearings held in Fredericton, New Brunswick. On April 28, 1994, the CRTC announced its decision to approve the application, thereby clearing the way for the CBC's acquisition of CHSJ-TV Saint John and its New Brunswick rebroadcasters. This decision satisfies the Corporation's stated long term objective of providing an English language owned and operated service for the residents of every province in Canada.

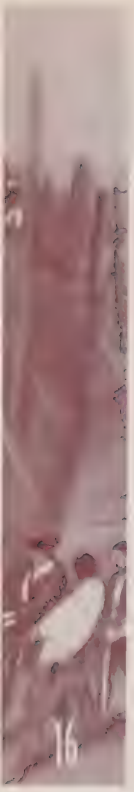
One of the keys to programming excellence is the building of strategic alliances. In this respect, the Corporation's efforts to market Canadian program services to international audiences have been realized in the joint venture between CBC and Power Broadcasting Inc. (PBI). In May 1993, the CBC/PBI partnership reached agreement with DirecTV, part of GM Hughes Electronics of California, to provide two Canadian services for launch in the United States in September 1994—Newsworld International, a version of CBC Newsworld's domestic service, tailored to the international market; and Trio, an entertainment service featuring drama, arts and journalistic programming, drawn from the inventories and current production of the CBC and other Canadian and foreign program sources. As an equal partner in the venture, the CBC will use its profits to support the new, high quality Canadian television programming required to realize the Corporation's goal of becoming even more distinctive in the Canadian television broadcasting system.

The Corporation will also enter into other strategic alliances to improve the substance and reach of the CBC's radio and television programming. Recently, the Corporation signed an agreement to establish such an alliance with the Tokyo Broadcasting System (TBS), similar in design to existing agreements with the British Broadcasting Corporation (BBC) and the Australian Broadcasting Corporation (ABC). Together, these arrangements will allow more cost effective use of the Corporation's news bureaus and provide an alternative for coverage of breaking world news events, thereby increasing CBC's overall international coverage.

**Management Excellence** — Management excellence concentrates on further improving efficiency and making effective use of new technologies.

In this area, changes in recent years to the Corporation's management structure have effectively reduced the number of layers between the executive and operating levels.

With the objective of preparing its workforce to meet the challenges associated with both the repositioning strategy and changes in broadcast technology, the Corporation, its unions and the Canadian Labour Relations Board (CLRB) are engaged in an effort to simplify CBC's collective bargaining structure.



## THE BROADCASTING ENVIRONMENT (cont'd)

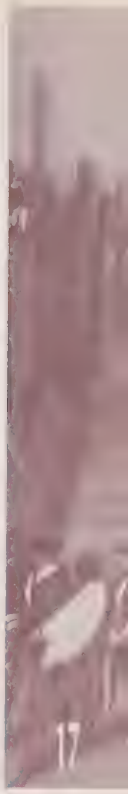
Additionally, the Corporation has established a committee to review streamlining proposals that will produce short-term payback. For example, the National Payment Centre (NPC) was a re-engineering initiative which consolidated the accounts payable functions of 11 regional offices to one central location.

**Stable Funding**—Stable funding is essential if the CBC is to meet its objectives and create a public broadcasting system attuned to the financial and competitive realities of the future.

On February 3, 1994, the Honourable Michel Dupuy, Minister Designate of Canadian Heritage, confirmed the government's commitment to stable multi-year funding for the CBC. The Minister stated that the government planned no new CBC cuts over the next five years. Moreover, the government reprofiled the April 1993 cuts of $100 million, effectively delaying their implementation by one year.

The government also increased the CBC's business flexibility by granting the Corporation the authority to borrow money under specified circumstances. The Minister confirmed, as well, that he would consult his cabinet colleagues, the President of the CBC and other industry players in the effort to identify new revenue generating mechanisms for the Corporation.

While the Corporation still faces a structural shortfall, these measures will provide the time and flexibility required to put in place new cost saving measures and revenue initiatives.



# MEDIA ACCOUNTABILITY

Credibility is the most important component in all CBC information programming. The CBC has earned the trust of Canadians over the years by providing them with accurate, fair and balanced information.

The CBC's Media Accountability initiative, begun in 1992, was designed to maintain and improve the credibility enjoyed by CBC journalism. Its specific goals are:

- to produce the best journalism possible in terms of accuracy, fairness and comprehensiveness;
- to provide training and evaluation to ensure the highest quality in the CBC's journalistic standards and practices; and,
- to adopt practices to make CBC's journalism more open and accessible to its audiences.

In working toward these goals and following the recommendations of the Media Accountability Report, as approved by the CBC Board of Directors in 1993, Media Accountability completed the following projects this year:

- In June, 1993, the CBC organized and hosted a bilingual national journalism symposium, "Covering Politics in the 90s". The symposium was attended by 200 CBC journalists and 50 guests from academia, the business and political worlds. Because most of the sessions were broadcast, CBC audiences had the opportunity to see and hear major portions of the meeting. The symposium was so successful that another one, "Journalism and the Clash of Identities", was planned for 1994.
- In September 1993, in Montreal and Toronto, 200 CBC journalists attended day long seminars during which they discussed with economists and representatives from political parties the economic options available to the next federal government.
- For the first time in Canada, extensive content analysis was performed on the information programming, both CBC and non-CBC, that led up to the 1993 federal general election. The resulting data will affect how CBC prepares for and reports on future elections.
- SIDEBAR/ENCADRÉ, a clipping service through which CBC journalists may exchange reports and articles dealing with the profession of journalism, was established.
- Through a joint Media Accountability/ Management Information Systems project, the CBC Policy on Journalistic Standards and Practices became the first CBC policy accessible through the Corporation's computer system.
- In partnership with the Canadian Journalism Foundation, Media Accountability participated in a post-election review of journalistic coverage of the 1993 federal general election. A number of the sessions from this two day meeting were broadcast on CBC Newsworld.
- In accordance with the original recommendations on Media Accountability, all four CBC program lines have developed their own weekly media programs. On these programs, the various issues facing journalists are examined, discussed and presented for all audiences to see and hear.

The first full year of operation for Media Accountability was 1993-94. Under the direction of Donna Logan, Vice-President of Media Accountability and Regional Broadcasting Operations, a good foundation has been laid for further development of the Media Accountability goals.



# CORPORATE GOALS 1993–1994

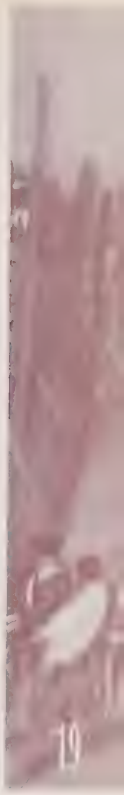
## PROGRAMMING EXCELLENCE

- Ensure that CBC radio and television services present high quality, distinctively Canadian programming and schedules designed to meet the needs of contemporary audiences and the challenges of the broadcasting environment.
- Position CBC radio and television services as the major broadcast contributor to shared national consciousness and identity through cross-cultural, multicultural, multiracial and inter-regional programming.
- Ensure that Canadians see and hear their regional realities and values reflected on all CBC services.
- Ensure that CBC journalism is and is perceived to be of the highest possible quality and fully accountable to its audiences.
- Operate all services in a manner that complements the contributions of the private and other public elements of the broadcasting system. For example:
  - Play a leading role in the development of new domestic television and radio services, with a priority on the introduction of a French-language counterpart to CBC Newsworld;
  - Where there are sound public policy reasons for doing so, participate, as appropriate, with other private and public elements of the broadcasting system in the development of new services;
  - Take the lead in exporting Canadian culture and developing new Canadian programming through the establishment of a joint public/private sector owned satellite-to-cable service in the United States; and,
  - As alternative funding sources are identified, reduce the impact of commercial carriage on the television schedules.

## MANAGEMENT EXCELLENCE

- Consistent with good management practices, ensure that the maximum possible value is obtained from the use of CBC's financial resources in terms of activities that can be seen and heard by television and radio audiences.
- Ensure that new technologies are fully exploited to increase the efficiency of CBC program operations, administrative processes and management.
- Ensure that CBC's human resources work as a team in the pursuit of programming and management excellence.
- Improve the real and perceived value of CBC to Canadians by better defining and promoting the Corporation and its services.

# FROM CORPORATE GOALS TO MEDIA OBJECTIVES



The corporate goals of the CBC are determined by the President in cooperation with the Management Executive Committee. These goals are based on the requirements of the Broadcasting Act, market trends and the Corporation's resources.

The achievement of corporate goals is done through the Corporation's media components. Each component defines, on the basis of its mandate and market, specific objectives. Because of the differences between the various components, the objectives and performance indicators may vary from one component to the next.

## MEMORANDA OF UNDERSTANDING AND EVALUATION TOOLS

Since 1990-91, each media Vice-President concludes with the President a Memorandum of Understanding which sets out:

- the component's mission statement;
- the external and internal environment factors to be considered;
- the goals and objectives of programming and management to be met in a given time period;
- the action plans to achieve the approved objectives;
- the performance indicators to be used;
- the level of resources determined by the Planning and Allocations Committee, broken down by the categories of expenses authorized;
- expectations from other components; and,
- the organization chart and programming schedules.

Whenever possible, the objectives are to be expressed in terms of performance indicators, targets and standards. However, some significant aspects of programming are not quantifiable, hence the need for qualitative evaluation.

Progress toward achievement of the objectives is monitored all through the year, and these periodic evaluations serve as a basis for the annual evaluation process.

On average, each media component has some 100 performance indicators. These indicators include measures such as audience share, the weight given various types of programs, savings generated by certain activities and advertising revenues recorded for a given fiscal year. They also include qualitative evaluations on the completion of certain projects.

## TOWARD IMPROVED INDICATORS

In a constant search to improve its performance, as well as its evaluation tools, the Corporation is now looking at developing a series of key indicators which will help to better define the achievements of its components in a given year. Some possible indicators are:

- Canadian content;
- programming quality;
- programming balance;
- regional and multicultural reflection;
- program innovation;
- audience reaction;
- improved productivity;
- improved quality of management;
- sales and marketing efforts;
- internal and external communications;
- staff training; and,
- employment equity and equitable portrayal in programming of the four designated groups.





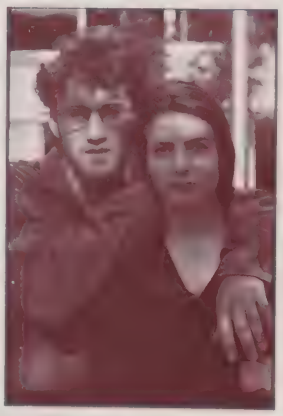
*Life With Billy*



*The Odyssey*



*Dieppe*



*Scoop*



*The Diary of Evelyn Lau*



*The Health Show*



*Country Canada*



# ENGLISH TELEVISION

The main role of CBC English Television is to provide a distinctively Canadian viewing alternative to the services offered by the private and foreign television broadcasters and by cable. At the same time, as a publicly supported service, English Television has an obligation to provide services of interest to substantial audiences representing broad cross-sections of the population.

Achieving balance between "distinctive" and "not too specialized" is difficult for any broadcaster under any circumstances. But the rapid expansion of the specialty programming channels on cable has made programming more difficult for all conventional broadcasters, including the CBC.

***Programming and Distribution***

The CBC's main English Television services are provided to viewers through a mixed system of 11 owned and operated stations, 22 private affiliated stations, 438 CBC rebroadcasters and 172 private and community rebroadcasters. All CBC owned and affiliated stations carry approximately five hours per day of network programming designated as "reserved". In the prime time period between 6 p.m. and midnight, approximately 62% of network programming is in full network reserved periods. An additional 13 hours per day of network programming is carried by CBC stations and is available to affiliated stations on an optional basis.

CBC owned stations carrying the full network service are available to approximately 83% of the English mother tongue population. Affiliates add 16%, bringing total coverage to 99%.

The network service consists of a mixture of commercial and non-commercial programming. The operations of the network and stations are subsidized by parliamentary appropriations, but English Television is also the major contributor to CBC advertising revenues.

In addition, the CBC's 24-hour cable news and information service, CBC Newsworld, offers alternative programming to the roughly 72% of viewers who subscribe to cable.

## HIGHLIGHTS FOR 1993-94

The 1993-94 year was a busy one for CBC English Television. This was the first full year of the new program schedule introduced in November 1992, the network provided extensive coverage of the October 1993 federal election campaign, increased the volume of Canadian programming, and continued the transfer of Toronto operations to the new Canadian Broadcasting Centre.

In March 1994, the CBC's television networks appeared before the Canadian Radio-television and Telecommunications Commission for a five day public hearing on the renewal of the Corporation's television network licences. The English Television network reported significant increases in Canadian content, in regional production for the network, in independent production for the network, in drama programming and in French network programming in the schedule.

The network also reported significant audience successes for high quality Canadian programs such as *North of 60*, *Street Legal* and *The Road to Avonlea*, new Canadian entertainment series such as *This Hour Has 22 Minutes* and *The Royal Canadian Air Farce*, and dramatic specials such as *The Boys of St. Vincent*, *Life With Billy*, *The Diary of Evelyn Lau* and *Dieppe*.



## CBC ENGLISH TV SCHEDULE

Fall 1993 - Winter 1994

| | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | SUNDAY |
|---|---|---|---|---|---|---|---|
| 7:00 | CBC MORNING NEWS | | | | | | |
| 7:30 | | | | | | | |
| 8:00 | | | | | | | |
| 8:30 | | | | | | | |
| 9:00 | WHAT ON EARTH | | | | | | |
| 9:30 | URBAN PEASANT | | | | | | |
| 10:00 | FRED PENNER / THEODORE TUGBOAT / UMBRELLA TREE | | | | | | |
| 10:30 | | | | | | | |
| 11:00 | SESAME STREET | | | | | | |
| 11:30 | | | | | | | |
| 12:00 | MIDDAY | | | | | | |
| 12:30 | | | | | | | |
| 1:00 | | | | | | | |
| 1:30 | | | | | | | |
| 2:00 | | | | | | | |
| 2:30 | | | | | | | |
| 3:00 | CORONATION STREET | | | PEE CONNECTION | | | |
| 3:30 | | | | | | | |
| 4:00 | | | | | | | |
| 4:30 | | | | | | | |
| 5:00 | | | | | | | |
| 5:30 | | | | | | | |
| 6:00 | | | | | | | |
| 6:30 | | | | | | | |
| 7:00 | | | | | | | |
| 7:30 | THE NANNY | | | MOMMIES | | | |
| 8:00 | FRESH PRINCE | | | | | | |
| 8:30 | BLOSSOM | | | | | | |
| 9:00 | | | | | | | |
| 9:30 | | | | | | | |
| 10:00 | | | | | | | |
| 10:30 | | | | | | | |
| 11:00 | | | | | | | |
| 11:30 | DEAD DUNCES | | | | | | |
| 12:00 | | | | | | | |
| 12:30 | | | | | | | |
| 1:00 | | | | | | | |
| 1:30 | | | | | | | |
| 2:00 | | | | | | | |
| 2:30 | | | | | | | |

Canadian Reserved
Canadian Available
Foreign Reserved
Foreign Available



**ENGLISH TELEVISION** (cont'd)

## PROGRAMMING OBJECTIVES

### SCHEDULE INNOVATION

***Objective: Exploit the re-structured prime time schedule to provide increased prominence for Canadian programming and to expand the range of programming and audiences served.***

In November 1992, the network introduced a major re-structuring of the prime time broadcast schedule. The new schedule was intended to clearly differentiate CBC English Television from other services, provide balanced opportunities for both mass audience and specialized programming, and better position English Television to meet the competition of the so-called "200 channel universe". It was described as multi-channel programming on a single network. The new schedule, shown in the accompanying chart, was in effect throughout the 1993-94 year. It opened up scheduling opportunities in the 10 p.m. to midnight "Adult Prime Time" block, Monday through Friday for:

- Canadian drama originally produced for CBC French Television (*Blanche, Shehaweh* and *Scoop*);
- a regular time period for feature documentaries (*Witness*);
- a regular showcase for Canadian theatrical feature films (*Cinema Canada*); and,
- diversity in foreign programming (*Best of the World*).

These and related changes broadened the range of the network's program offerings and improved service to more specialized interests.

The new schedule also consolidated the reserved time periods into an early evening pattern. Throughout 1993-94, the "Popular Prime Time" block between 7 p.m. and 9 p.m. featured a strong lineup of Canadian programming, including *the 5th estate, The Nature of Things, North of 60, Street Legal, The Odyssey, Northwood, On the Road Again, Market Place, The Health Show, Man Alive,* and *The Royal Canadian Air Farce.*

One measure of the network's success in meeting a broad range of interests and tastes is the weekly reach of the network. Four out of five anglophone Canadians (aged 2 and up) find something of interest on the English Television network each week.

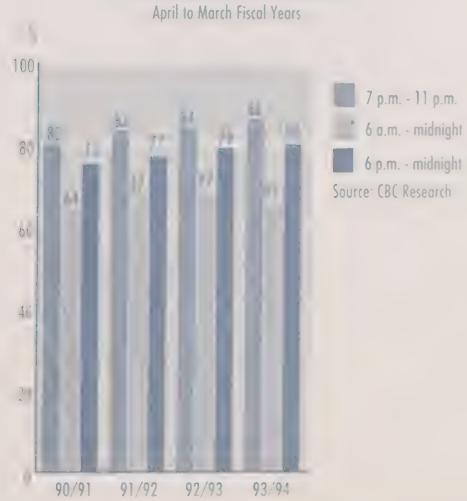
### CANADIAN CONTENT

***Objective: Maintain the Canadian content percentage levels achieved in 1992-93 in the 6 p.m. to midnight and 7 p.m. to 11 p.m. periods.***

Providing Canadian programs for Canadian viewers is the essential reason for having national public television services in Canada.

The network concentrates its programming resources on the prime time periods when the greatest numbers of Canadians are available as potential viewers. In 1993-94, average prime time Canadian content reached 80%.

**Network Canadian Content of CBC English Television**
April to March Fiscal Years





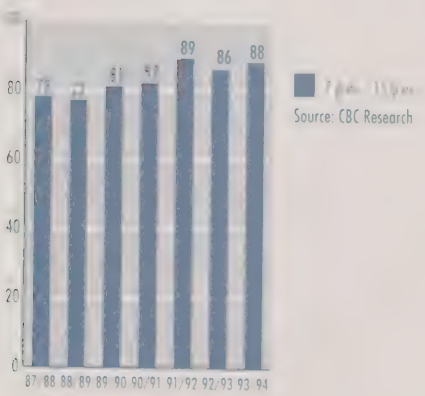
## ENGLISH TELEVISION (cont'd)

Recent increases in Canadian content have been accomplished, despite budget reductions, partly through efficiency improvements, partly because Canadian programming has been more successful commercially than expected and partly at the expense of the daytime schedule.

Canadian content is also slightly higher during the September through March regular season period when television viewing levels are at their peak. Regular season Canadian content in the peak 7 p.m. to 11 p.m. viewing period increased from 78% in 1987-88 to 88% in 1993-94.

**Network Canadian Content of CBC English Television**

Season to End of March
Peak Viewing Periods




***Objective: Achieve the target Canadian content levels using genuinely Canadian programming.***

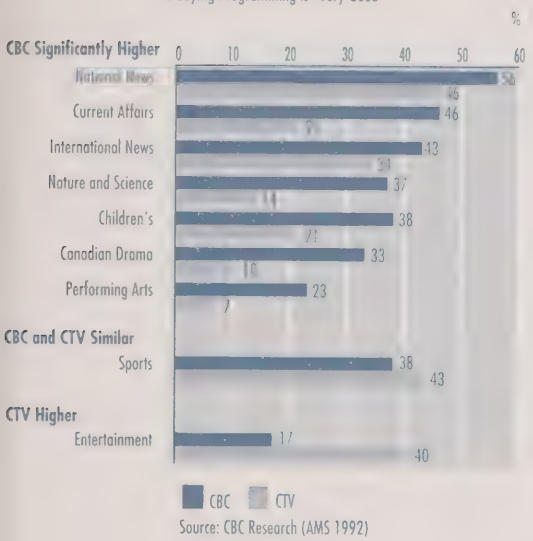
The CBC's programming priority is serving Canadian audiences. Its programs are not disguised as Pennsylvania or Iowa or Arizona to make them more attractive to foreign networks.

High quality programs with distinctively Canadian settings and themes are of great interest to Canadians. *North of 60*, clearly set in the Canadian North, drew over one million viewers per week at the height of the 1993-94 season. *On the Road Again*'s travels across the country averaged 750,000 viewers per week for the 1993-94 regular season, even though it is an "available" program not carried by all stations.

Research indicates that CBC English Television is perceived by most anglophones to be different from other broadcasters in Canada. CBC is perceived to offer "better" programming than its main private competitor in these areas: national news, international news, documentaries and other current affairs programming, children's programs, Canadian drama and the performing arts.

## ENGLISH TELEVISION (cont'd)

**Perceptions of CBC and CTV**
Anglophones 12+
% Saying Programming is "Very Good"




Source: CBC Research (AMS 1992)

### INDEPENDENT PRODUCTION

***Objective: Continue to encourage and assist Canadian independent production.***

Independent Canadian producers contribute major series such as *The Road to Avonlea* and *North of 60* to the English Television schedule, as well as dramatic, variety and documentary specials.

Series such as *What on Earth*, *The Urban Peasant*, *The Odyssey*, *This Hour Has 22 Minutes* and *The Kids in the Hall* are produced under co-production arrangements which join independent creative personnel with CBC facilities and production personnel.

### REFLECTION AND PORTRAYAL

***Objectives: Contribute to the flow and exchange of cultural information and entertainment; reflect Canada and its regions to national audiences in a wide range of programming; and, ensure achievement of the Corporation's equity in portrayal objectives.***

In 1992, the network introduced *Emilie*, a series of 20 one hour episodes initially produced for the CBC French network. In 1993-94, the volume of French network programming was increased to two hours per week, with series such as *Blanche*, *Shehaweh* and *Scoop*.

During the past year, regional production accounted for about 54% of all programming on the network. This programming included popular high volume series and co-productions such as *North of 60* (Alberta), *Northwood* (Vancouver), *Country Canada* (Winnipeg), *On the Road Again* (Ottawa) and *This Hour Has 22 Minutes* (Halifax).

Further, most sports programming (hockey, football and CBC Sports Weekend) is produced in collaboration with the regions, using combinations of resources from multiple regional stations. As well, regional stations contribute to rotating series such as *Meeting Place* and to network series anchored in a particular region such as *Street Cents* and *Front Page Challenge*.

The audience success of *North of 60* has been especially encouraging because the program is regionally based and features strong aboriginal characters.

A study completed during 1993-94 by Erin Research Inc. indicated that progress was being made in the portrayal of women and other designated groups, though there remained room for improvement.





## ENGLISH TELEVISION (cont'd)

One measure of the range of programming in the overall service is analysis of the sources of production. The accompanying table reports on previous and current year block schedules.

**Canadian Program Sources, CBC English Television**
*Based on Regular Season Network Block Schedules*
*Network Program Periods, Sign-On to Sign-Off*

| | 92-93 | | 93-94 | |
|---|---|---|---|---|
| | Average Hrs/Wk | % of Canadian | Average Hrs/Wk | % of Canadian |
| **English Network Regional Production** | | | | |
| CBC Regional Production | 28.7 | 37 | 28.3 | 36 |
| Regional Co-Production | 9.1 | 12 | 9.0 | 11 |
| Regional Independent Production | 5.0 | 6 | 5.3 | 7 |
| **Subtotal - Regional Production** | **42.8** | **55** | **42.6** | **54** |
| **Other Canadian Production** | | | | |
| French Network Programming | 1.9 | 2 | 3.1 | 4 |
| National Departments Production | 11.8 | 15 | 10.8 | 14 |
| CBC Toronto Production | 16.3 | 21 | 13.6 | 17 |
| Toronto Co-Production | 1.3 | 2 | 1.0 | 1 |
| Toronto Independent Production | 3.9 | 5 | 7.6 | 10 |
| **Subtotal - Other Canadian** | **35.2** | **45** | **36.1** | **46** |
| **Total Canadian Production** | **78.0** | **100** | **78.7** | **100** |

*Source: English Television Network*

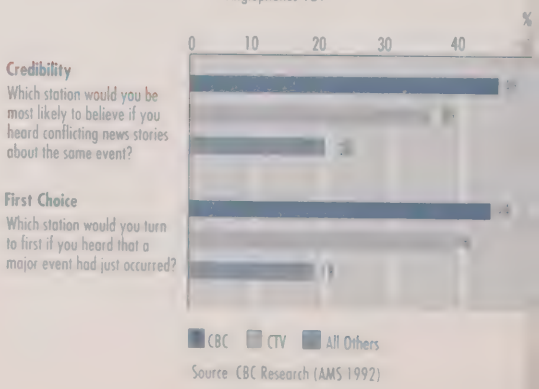
### JOURNALISTIC PROGRAMMING

***Objective: Ensure that CBC journalism is, and is perceived to be, of the highest possible quality and fully accountable to its audiences.***

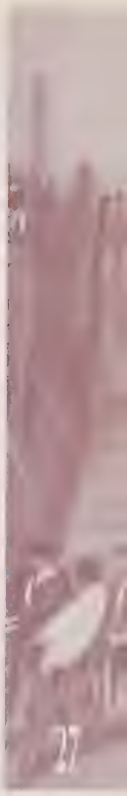
Journalistic programming has always been prominent in the network schedule, and it is the principal focus of both CBC regional programming and CBC Newsworld.

Special initiatives in 1993-94 to improve the quality of CBC journalism included the strengthening of media accountability mechanisms and the introduction of a series of forums on journalistic practice.

**News Performance: CBC and the Competition**
Anglophones 12+




Source: CBC Research (AMS 1992)



## ENGLISH TELEVISION (cont'd)

In early 1994, the network's daily news and current affairs units moved into new facilities in the Canadian Broadcasting Centre. The new quarters bring newsroom, editing and studio facilities together to improve efficiency and to handle tighter deadlines.

Much of the positive image that anglophones form of CBC English Television is based on the network's perceived role as a news leader. For example, when anglophones were asked, "Which is the station you would be most likely to believe if you heard conflicting news stories about the same event?", a plurality, 45%, chose CBC as the most credible. CTV was the choice of one in three anglophones, while 20% of respondents chose other stations. When asked, "Which is the station you would turn to first if you heard that a major event had just occurred?", 44% of anglophones chose the CBC.

The 1993-94 weekday network schedule featured *The CBC Morning News* (7 a.m. to 9 a.m.), *Midday* (noon to 1 p.m.) and *CBC Prime Time News* (9 p.m. to 10 p.m.). *The National* and *Sunday Report* provided weekend news service. The schedule also featured a wide range of current affairs and documentary series, including *the 5th estate*, *Market Place*, *Man Alive*, *The Health Show*, *Venture* and *Witness*.

Special attention to CBC regional news and information programming produced increases in audiences for these programs by the end of the year.

Extensive coverage of the 1993 federal election campaign was provided both in regular news programs and in specials. An average audience of 1.7 million Canadians watched the two and a half hour leaders' debate on October 4, and the average audience for CBC English Television's election results broadcast on October 25 was 2.8 million.

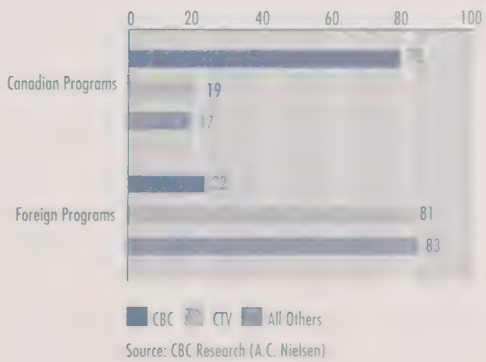
The audience performance of *CBC Prime Time News* at the earlier hour of 9 p.m. weeknights was monitored closely throughout 1993-94, and additional research was conducted on viewing patterns and viewer preferences.

### AUDIENCE PERFORMANCE

***Objective: Stabilize overall audience shares and restore them to 1991-92 levels, if possible.***

The CBC is the only mainstream conventional broadcaster that depends on Canadian programming for its audience. During the 7 p.m. to 11 p.m. peak viewing period when most persons are available to view television, almost four-fifths of CBC English Television's total audience is delivered by Canadian programs. Canadian programs, however, account for less than one-fifth of the peak period audience of either CTV or Global.

**Viewing of Canadian and Foreign Programs**
**English TV Networks**
September 1991 to August 1992, 7 p.m. - 11 p.m.




Source: CBC Research (A.C. Nielsen)



## ENGLISH TELEVISION (cont'd)

The availability of additional cable specialty channels, both Canadian and American, has led to the continued fragmentation of the audience for English language television services. Viewers in many major market areas can now choose from between 50 and 60 channels. As a result, CBC English Television's share of viewing of English language television services declined from 15.4% in fiscal year 1990-91 to 13.9% in 1993-94. In contrast, the audiences to pay and specialty services increased by 39% over the same period to 18.4% of all English viewing.

English Television has been aggressively replacing popular imported entertainment programming with Canadian productions. The volume of Hollywood produced entertainment programming in the 7 p.m. to 11 p.m. period in the block schedule was reduced from 5.5 hours per week in 1987-88 to 2.5 hours in 1993-94.

Although English Television's overall share has decreased, the decline in audience to the network's Canadian programs has been less dramatic.

In the 7 p.m. to 11 p.m. period where the network has concentrated its programming resources, CBC Canadian programs, including those on CBC Newsworld, attained only a slightly smaller audience share (13.1%) in fiscal year 1992-93 than they did eight years previously (13.8%). The audience share obtained by foreign programs declined by almost two-thirds in this same period, as its volume in the schedule decreased.

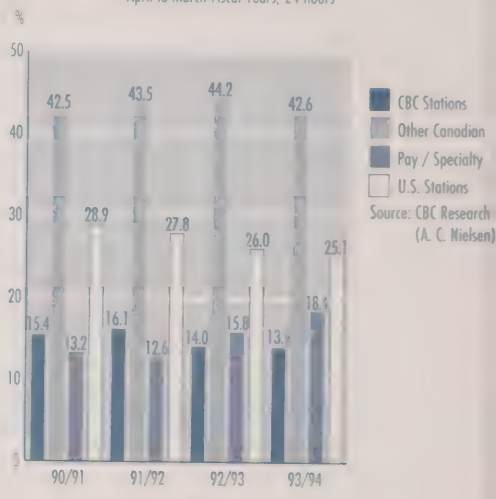
The overall audience performance of the restructured schedule was monitored closely throughout 1993-94.

Although the 10 p.m. to midnight "Adult Prime Time" programming block opened up prime time scheduling possibilities for more specialized programs and more total hours of Canadian programming, the anticipated recovery of audience for *CBC Prime Time News* at 9 p.m. did not meet expectations.

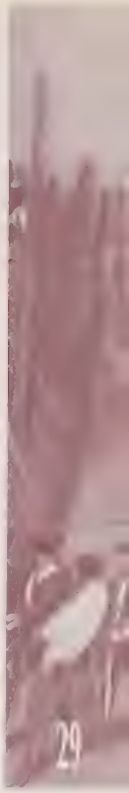
On May 12, 1994, the CBC Board of Directors announced major changes in the English Television schedule, to be implemented in September 1994:

- *CBC Prime Time News* will be scheduled one hour later at 10 p.m. on Monday through Friday; and,
- CBC regional stations will provide half hour newscasts weeknights at 11 p.m.

**Audience Shares of English Language Station Groups**
April to March Fiscal Years, 24 hours




Source: CBC Research (A. C. Nielsen)



**ENGLISH TELEVISION (cont'd)**

## MANAGEMENT OBJECTIVES

- **HUMAN RESOURCES, COST-EFFECTIVENESS, NEW TECHNOLOGIES**

  ***Objectives: Ensure that the CBC's human resources work as a team; that the maximum possible value is obtained from the use of CBC's financial resources; and, that new technologies are fully exploited.***

Specific initiatives were undertaken in the network's Finance and Administration, Human Resources, Engineering, Production Operations, Marketing and Sales, and International Sales areas to improve productivity.

The transfer of the network's Toronto production operations to the new Canadian Broadcasting Centre, begun in 1992, gathered momentum in 1993-94. Post production activities will be transferred during the coming year, with network presentation and transmission operations to follow.

The CBC has been fortunate that the pace of development of digital television production technology has permitted equipping the Broadcasting Centre with flexible digital systems without paying a premium for contemporary technology.

In March 1994, the CBC announced plans to reinstate local news programming in Windsor, using new digital television technology and new working patterns in a special project under joint management and union guidance. This pilot project should provide useful insights into the adjustments required to effectively exploit developing technology to improve services and reduce costs in the future.





*Marilyn*



*Au nord du 60e.*



*M'aimes-tu ?*



*Blanche.*



*Sous la couverture.*



*La Petite Vie.*



*À nous deux.*

# FRENCH TELEVISION

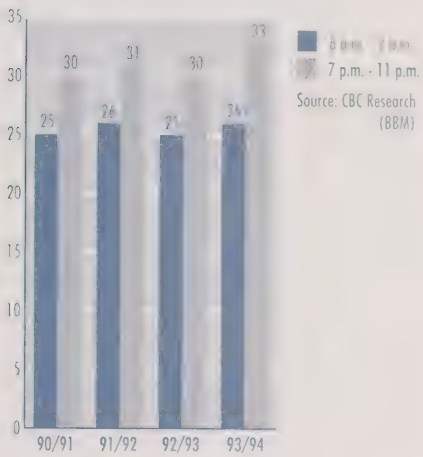
At the March 1994 CRTC hearing for network licence renewals, SRC Television reiterated its commitment to the Canadian public and defined its vision of the future.

The message presented can be summarized as follows: CBC public television exists to serve all Canadians; it will continue to do so in the broadcasting environment of the future. Its mission is to offer its public, French-speaking Canadians, programming that is basically Canadian, distinctive, popular and relevant, that reflects their concerns, tastes and values, and that mirrors the wealth and range of francophone culture.

This programming originates from eight production/broadcast centres across Canada. French Television programs are also distributed by five private affiliated stations, 174 CBC rebroadcasters and 28 private and community rebroadcasters.

**CBC French Television Share of All Francophone Viewing**

Season to March




## HIGHLIGHTS FOR 1993-94

The 1993-94 programming year was one of renewal: more than one-third of the prime time schedule consisted of new programs. This program renewal allowed French Television to remain first among Canadian French language television stations during prime time and to maintain a 26% share for the day as a whole.

Among the major viewing successes was the drama series *Blanche*, a production of outstanding quality which captivated nearly 80% of the audience in the fall of 1993, and had already been sold to some 10 countries by the end of the fiscal year. As well, the weekly series *Scoop III*, broadcast during winter 1994, also peaked with an average of 2,722,000 viewers.

It was also time to say adieu to *Marilyn*, that unusual cleaning woman who threw in her apron after three seasons of daily broadcast. Each of the 444 episodes in the series was taped in a single day. This unprecedented feat forced the production team to modify production methods.

**Top Programs on CBC French Television**

*1993-94 Season to End of March*

| | *Average Audience (000)* |
|---|---|
| Blanche * | 2,989 |
| Bye Bye 93 ** | 2,735 |
| Scoop III * | 2,722 |
| Gala de l'ADISQ ** | 2,137 |
| Marie-Lise Pilote ** | 1,878 |
| Gala des Prix Gémeaux ** | 1,764 |
| Cormoran * | 1,712 |
| La Petite Vie * | 1,699 |
| Les Garçons de Saint-Vincent *** | 1,624 |
| Jacques et Normand ** | 1,575 |

*Note:* *All of these programs are Canadian productions*
* *Series*
** Special
*** Movie

*Source: CBC Research (BBM)*



## CBC FRENCH TV SCHEDULE

September 1993 – March 1994

| | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | SUNDAY |
|---|---|---|---|---|---|---|---|
| 6:30 | SAGESSE DES GNOMES CHEVALIER LUMIÈRE ET AUTRES | | | | | | |
| 7:00 | SRC BONJOUR | | | | | VAZIMOLO LES OURSONS VOLANTS | VAZIMOLO |
| 7:30 | | | | | | | |
| 8:00 | | | | | | | |
| 8:30 | | | | | | | |
| 9:00 | LES ANGES DU MATIN | | | | | | |
| 9:30 | | | | | | LA BANDE À DINGO | PARCELLES DE SOLEIL |
| 10:00 | LES CHATOUNS LE SOLEIL MATIN PAGNOL ET LES CHATS | | | | | TINY TOONS | |
| 10:30 | LES MOOMINS LA FAMILLE DES CALINOURS | | | | | PIERRE ET ISA | |
| 11:00 | MÉMOIRE EN JEU | À PLEIN TEMPS | PARLEZ-MOI D'HIER | LE MONDE DANS VOTRE ASSIETTE | COMMENT ÇA VA ? | FORUM DES TEMPS MODERNES | SEIGNEUR |
| 11:30 | LES CRAQUANTES | | | | | | AUJOURD'HUI DIMANCHE LE TÉLÉJOURNAL |
| 12:00 | LE MIDI | | | | | LA SEMAINE PARLEMENTAIRE À OTTAWA | |
| 12:30 | MON AMOUR, MON AMOUR | | | | | LA SEMAINE À L'ASSEMBLÉE NATIONALE | LA SEMAINE VERTE |
| 1:00 | | | | | | MA MAISON | SECOND REGARD |
| 1:30 | LES TEMPS MODERNES | | | | FORUM | | EN TOUTE LIBERTÉ |
| 2:00 | | | | | | | |
| 2:30 | POURQUOI PAS L'APRÈS-MIDI ? | | | | | | HORIZONS |
| 3:00 | | | | | | | |
| 3:30 | LA BANDE À PICTOU TIC ET TAC LES RANGERS DU RISQUE | | | | | | EN AVANT LA MUSIQUE |
| 4:00 | LA RIBAMBELLE | | | | | | |
| 4:30 | BÊTES PAS BÊTES + | FAIS-MOI PEUR ! | L'INFERNAL E MACHINE DU DR. Y | MISSION TOP SECRET | LES DÉBROUILLARDS | GÉNIES EN HERBE | SOUS LA COUVERTURE |
| 5:00 | WATATATOW | | | | | LA COURSE DESTINATION MONDE | LA RUÉE VERS L'ART |
| 5:30 | QUE LE MEILLEUR GAGNE | | | | | | |
| 6:00 | MONTRÉAL CE SOIR | | | | | LE TÉLÉJOURNAL | LE TÉLÉJOURNAL |
| 6:30 | | | | | | RAISON PASSION | DÉCOUVERTE |
| 7:00 | | | | | | VIVRE À NORTHWOOD | SURPRISE SUR PRISE / DE QUOI J'AI L'AIR / JUSTE POUR RIRE |
| 7:30 | TAQUINONS LA PLANÈTE | M'AIMES-TU ? | L'ENFER C'EST NOUS AUTRES | LES PIEDS DANS LES PLATS | LES GRANDS FILMS | LES AVENTURES DE TINTIN | |
| 8:00 | CORMORAN / À NOUS DEUX | MONTRÉAL P.Q. | SOUS UN CIEL VARIABLE | BLANCHE / SCOOP III | | LA SOIRÉE DU HOCKEY MOLSON À RADIO CANADA | |
| 8:30 | | | | | | | |
| 9:00 | À TOUT PRIX | AU NORD DU 60e | ENJEUX | ÉDITION SPÉCIALE | | | |
| 9:30 | | | | | | | |
| 10:00 | LE TÉLÉJOURNAL | | | | | | LE DIMANCHE |
| 10:25 | LE POINT | | | | LE POINT MÉDIAS | TÉLÉJOURNAL / MÉTÉO SPORTS | SCULLY RENCONTRE |
| 11:00 | SPORTS / MÉTÉO | | | | | | NOUVELLES DU SPORT |
| 11:30 | LA RUÉE VERS L'ART (R) | DÉCOUVERTE (R) | LA COURSE DESTINATION MONDE (R) | SOUS LA COUVERTURE (R) | | | |
| 12:00 | | | | | | | |
| 12:30 | LA POLITIQUE PROVINCIALE LA POLITIQUE FÉDÉRALE | SECOND REGARD (R) | EN TOUTE LIBERTÉ (R) | | | | |
| 1:00 | | | | | | | |
| 1:30 | | | | | | | |

Information and culture program
Canadian entertainment program
Youth program
Foreign entertainment program



**FRENCH TELEVISION (cont'd)**

## PROGRAMMING OBJECTIVES

### 1 DISTINCTIVE PROGRAMMING

***Objective: Emphasize programming distinctiveness.***

#### *Renewal and Diversity*

During the regular season, from September to late March, 33% of daytime programs and 38% of prime time programs were new. A brief overview, by no means complete, of some of these programs shows the diversity of SRC programming. They included the situation comedy *La Petite Vie;* the light-hearted drama *À nous deux;* the current affairs magazines *M'aimes-tu?* and *Les Pieds dans les plats;* the variety programs *Country Centre-ville, Mon amour, mon amour* and *Sur invitation;* the cultural programs *En avant la musique, Sous la couverture* and *La Ruée vers l'art;* and, the youth program *La Ribambelle.*

The daytime schedule was considerably redesigned to better meet the needs of contemporary audiences with new programs such as *Les Temps modernes* and *Pourquoi pas l'après-midi?.* Sportscasts were extended by 10 minutes to allow for more content emphasizing the human aspect of sports and sports events, rather than straight statistics.

Likewise, youth programming underwent a significant redesign. Since November, a panel of some 40 young people between the ages of 9 and 12 has regularly been consulted on the content of youth programs. This is the SRC's way of reiterating its commitment to offer quality programming to young viewers.

#### *Tradition and Innovation*

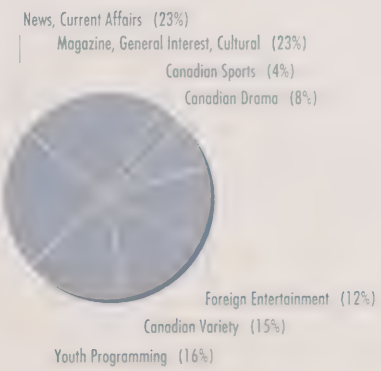
Several specials also provided French Television with an opportunity to distinguish itself and experiment with some new ways of doing television.

For instance, still in the area of youth programs, two special episodes of the teen drama series, *Watatatow*, titled "L'Amour dans le sang" and "Prends-moi comme je suis", were broadcast during prime time. These programs dealt with two controversial topics of major concern to teenagers in the 90s: AIDS and homosexuality.

In keeping with a long tradition, *Les Beaux Dimanches* once again showcased all aspects of francophone culture. For example, it featured dramatic works by some of our well-known writers: *Marco ou la fable du pouvoir* by Pierre Bourgault, *Syncope* by René Gingras and Michel Tremblay's *Bonjour, là, bonjour.* In the case of this last work, picture-in-picture technology was used, enabling the SRC to renew its approach to theatrical presentations on television.

In addition to numerous programs featuring music and dance, many galas were presented, such as the *Gala des Prix Gémeaux*, the *Gala de l'ADISQ* and the *Gala "Excellence" de la Presse*. The Genie Awards ceremony, Canadian film equivalent of the Oscars, was carried in French for the first time in its history, live from the Maison de Radio-Canada in Montreal.

**Schedule Analysis, CBC French Television**
Typical Weekly Programming 1993-94
Sign-on / Sign-off





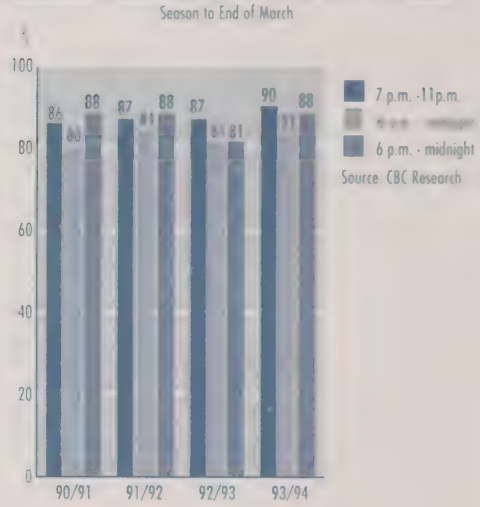
## FRENCH TELEVISION (cont'd)

### *Quality Programming*

French Television also stands out for the quality of its programming. The established popularity of its programs and the numerous prestigious awards it has won—nearly 100—speak for this quality:

- The latest animated film by Frédéric Back, *The Mighty River*, was nominated for an Oscar; it had earlier won first prize at the International Animated Film Festival of Annecy and was chosen best animation film for 1993 by the Los Angeles Critics Award;
- Programs broadcast by French Television won 50 Gémeaux awards; nearly half of these productions were drama programs; and,
- "L'Alliance pour l'enfant et la télévision" gave all its awards for excellence in French language television in 1993 to programs broadcast on the SRC (in-house productions and acquisitions).

**Canadian Content on CBC French Television**
Season to End of March




## REFLECTION OF CANADIAN LIFE

***Objective: Improve the portrayal of Canadian life.***

### *Canadian Content*

In 1993-94, Canadian content in the schedule increased over the previous year, during the full day as well as in prime time.

### *Regional Reflection*

Contributions by SRC regional stations and affiliates to the network schedule increased slightly over the previous year. In 1993-94, regional stations and affiliates produced 16% of the programs broadcast on the network, compared to 15% the previous year.

The objective of the regional programming strategy is to increase the presence of SRC in the regions and to ensure that the concerns and realities of francophone regions across the country are properly reflected on air. It was with this in mind that the development of stations in the large French-speaking centres outside Montreal was initiated.

The Moncton station produced the new variety program, *Country Centre-ville*, which was watched every week by an average of half a million viewers; Quebec City produced the new magazine *Parlez-moi d'hier* and the agricultural series *La Semaine verte*, formerly produced in Montreal; and, the Ottawa station continued to present the daily information program *SRC Bonjour*.

Several network programs normally taped at the Montreal production centre were occasionally produced before regional audiences, notably: *Mon amour, mon amour* in Hull, *L'Enfer c'est nous autres* in Quebec City, *Vazimolo* in Moncton and *Sous la couverture* in Toronto.

The national news teams, based in stations outside Quebec, from Moncton to Vancouver, increased their participation in news and information programs, notably on *Le Point*, for which they produced 92 stories, or 17% of the program's total air time.

Thanks to the French Television network, francophones across the country shared a number of major cultural and community events such as the *Jeux de l'Acadie* in



**FRENCH TELEVISION (cont'd)**

Dieppe, New Brunswick, *La Nuit sur l'étang*, Sudbury, Ontario, the Festival de folklore, Drummondville, Quebec and the Calgary Stampede, Alberta.

Regional stations also participated in the development of programs to be broadcast on the network during the 1994-95 season. *On aura tout vu* and *La Mer à boire*, being produced in Rimouski. Plans are also being made for a noon hour program from Quebec City, and other projects are being developed in the Ottawa area.

***Cross-Cultural Programming***

Exchanges between several areas of the two networks continued. Sports and Information Services pursued its long established tradition, and the religious programs *Man Alive* and *Second regard* continued to collaborate. The two networks also exchanged drama series, a very popular form of programming which reflects cultural differences. Two Canadian series *Au nord du 60e* and *Vivre à Northwood*, acquired from the English network, were broadcast in prime time on SRC Television.

***Equitable Portrayal of Minorities***

High-profile programs, drama and variety programs, and those affecting tomorrow's audiences, namely youth programs, are particularly concerned with representing the minorities making up Canada's social fabric. The subject is also dealt with in analytical programs. For example, a *M'aimes-tu?* special, titled "Chez nous, c'est ici", dealt with the experience of immigration.

**NEWS AND INFORMATION**

***Objective: Assert SRC leadership in news and information.***

News and information programs still occupy a large share of prime time programming; in 1993-94, this share was 37%, an increase of two points over the previous year.

Several daily and weekly news and current affairs programs were reworked, and audiences for most news and information programs increased.

Furthermore, SRC was present at the major events in Canadian news: the Conservative Party Leadership Convention, the federal election campaign and election night. *Le Point* produced eight specials featuring debates and forums to discuss the main election issues. SRC's coverage of the federal election was followed by about one-half of francophones watching television that night.

In February 1994, French Television presented the CRTC with a request to operate a French news channel, "le Réseau de l'information (RDI)". The mission of RDI is to keep Canadians informed of regional, national and international events, 24 hours a day. It intends to highlight, through special programs, major events, particularly those occurring in Canada.

**ALLIANCES**

***Objective: Develop a strategic alliance plan.***

Several plans for strategic alliances among the main players in the field materialized and were discussed before the CRTC at the specialty channel hearings.



**FRENCH TELEVISION (cont'd)**

Development of the French all-news channel project was made possible through extensive consultations with other broadcasters. At the national level, agreements were concluded with Télévision Quatre Saisons, TV5 Québec-Canada, TVOntario and Radio-Québec. On the international scene, informal agreements were reached with France Télévision, RTBF (Belgium), TSR (Switzerland) and Euronews.

The pay-per-view television project Chapiteau brought together the country's five major francophone broadcasters, while the Festival project was a partnership between the two television networks and the country's chief cultural agencies.

## MANAGEMENT OBJECTIVES

### PRODUCTIVITY

***Objective: Optimize use of resources.***

In 1993-94, the establishment was reduced by about 1%, through attrition. The gradual implementation of new technology, in both production and management, means this decrease of human resources can be managed without the on-air product being affected. For example:

- The implementation of a computer system to manage program costing: This system is an accurate interactive tool enabling us to keep track of the real costs of programs, from concept to broadcast. With this system implemented on the Building Area Network (BAN), managers can, for instance, quickly evaluate broadcasting and inventory costs, make the corrections required if costs are going beyond the budget and so on.
- The implementation of computer assisted design: This system affords greater flexibility and speed of execution in planning of manufacturing designs for shootings, technical facilities and stage settings.

Better ways of exercising tighter control over the various production and management procedures are being examined for future application.

***Program Sales***

- *The Mighty River*, by Frédéric Back, was sold to 22 countries, including the U.S., Japan, Australia and Great Britain.
- *Beethovenissimo*, the nine program series featuring all of Beethoven's symphonies, was sold to Spain and Korea.
- Following the successful sale of the videocassette collection *Les Classiques des années 50*, commemorating Television's 40th anniversary in 1992, the SRC launched a new set, *Les Grandes Émissions jeunesse*, consisting of programs that marked different generations, such as *Fanfreluche*, *Sol et Gobelet*, and *La Ribouldingue*. More than 63,000 copies were sold.
- Some 1,700 copies of programs were provided to schools, universities, colleges and school boards, which used them for teaching purposes.
- Archive sequence sales filled some 300 requests from Canadian and foreign independent producers for SRC audiovisual material to be used in their productions.



FRENCH TELEVISION (cont'd)

### THE ADVERTISING MARKET

***Objective: Confirm the SRC's leadership role in the renewal of the francophone advertising market.***

The francophone advertising market experienced a renewal in 1992-93, which dropped off somewhat in 1993-94. The SRC nevertheless continued to bank on a qualitative market approach, which, as the number of channels multiplies, is increasingly necessary as a future solution.

The SRC also worked on developing new creative approaches in this area, such as corporate sponsorship, which made it possible to fund the production of several Canadian programs.

## THE FUTURE OF SRC TELEVISION

The SRC's representatives at the CRTC public hearings in February and March 1994 had an opportunity to submit to the Canadian public their plans for the next seven years, as well as their vision of the future of the television industry and the place that French CBC Television plans to occupy in it.

During its licence renewals, the CBC made several commitments in keeping with past achievements. French CBC Television will continue to be largely Canadian, consisting of productions featuring Canadian talent: drama programs that provide sustenance for the imagination and the heart, by reflecting our lives, values and myths; performing arts shows giving us front row seats at the country's major cultural events; and, independent productions that are an invaluable part of Canadian cultural life. Programming will continue to reserve an important spot for young people of all ages, from preschoolers to teenagers; it will still be the mirror of all the country's regions, ensure the fair and equitable portrayal of the Canadian mosaic and become more accessible to people with hearing impairments.

In addition, by submitting specialty service projects it had created (Réseau de l'information - RDI) or in which it took an active part (Chapiteau and Festival), the CBC affirmed its determination to participate in the transformation of the television world we know today.

A single objective underlies these commitments by the SRC: to remain faithful to its mission as a public television broadcaster.






[illegible] *Disc Drive* [illegible]



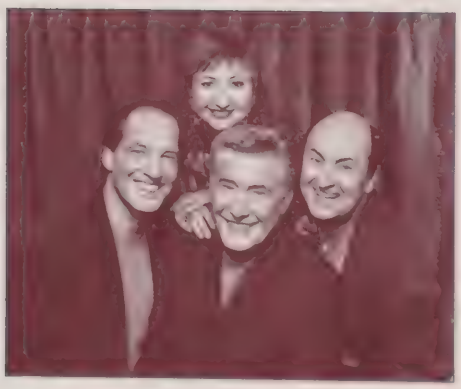
Susan Mellon, [illegible] CBC Kraken in Halifax, accepts [illegible]



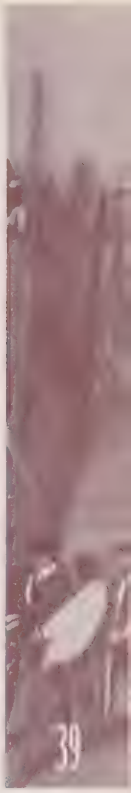
[illegible] *The Arts Tonight*.



The Acadia Voices [illegible]



[illegible] *The Royal Canadian Air Farce*



# ENGLISH RADIO

*"Before the year ends, I want to thank the CBC for the consistent quality of the programmes on the FM Stereo channel."*

*"I have long been a CBC fan. I like the format of the (Halifax) regional input weekday mornings and I always listen to Gzowski."*

*"Dear Roots and Wings Folks, your program has opened access to music we would otherwise never experience."*

*(excerpts from letters)*

The sense of pride and ownership which listeners take in the English radio service is extraordinary. It shows itself in many ways. There are eloquent letters to the editor, personal affirmations on talk-back machines, emotional statements in listener panels and focus groups.

English Radio is rooted in the regions, with 10 large regional production centres from Newfoundland to British Columbia, and 23 smaller centres and bureaus from Corner Brook to Whitehorse. About 60% of all programming originates in the regions.

CBC Radio, heard largely on the AM band, is primarily an information service. It includes about 40 hours a week of local and regional programming (including a unique northern radio service) alongside such network programs as *World Report, Morningside, Gabereau, The World at Six, As It Happens* and *Ideas*. Listeners sometimes refer to CBC Radio as a "citizenship" service, which allows them to become more informed and to make better decisions in their personal lives, as well as in the life of their community, their region, their nation and their world.

CBC Stereo, heard on the FM band (and also on many cable systems along with CBC Radio), is a national music and arts service. It is a showcase for Canadian creative and performing talent. The schedule is devoted primarily to classical music, along with jazz and folk music, and enriched with drama, comedy, arts journalism and reflective documentaries. Programs such as *Stereo Morning, Mostly Music, R.S.V.P., Disc Drive* and *The Arts Tonight* contribute to the cultural life of the country. The Stereo network has become known for its specials, whether they be grand July weekends from the Montreal Jazz and Winnipeg Folk Festivals, choral events or extended documentaries about artists like Oscar Peterson.

Together, CBC Radio and CBC Stereo provide a national public radio service of great range, diversity, creativity and excellence. They are distinctively Canadian and non-commercial.

### *The Broadcasting Environment*

The Canadian radio market is experiencing increasing competition and declining profitability. Fragmentation is coming from both conventional and non-conventional (pay audio) sources. AM radio is particularly vulnerable, for both technical and demographic reasons. FM is increasingly the medium of choice, especially with younger listeners. This presents both challenges and opportunities for the CBC. More networking, syndication, automation and homogeneity of formats by private stations renders the English Radio service more distinctive.

During the long transition to digital broadcasting, the CBC is a partner in Digital Radio Research Inc., now operating experimental digital transmitters in Toronto and Montreal. English Radio must improve conventional AM transmission by moving to, or supplementing with, FM in key markets such as Toronto and Regina. English Radio must also create new markets by seeking strategic alliances with non-conventional distributors.

## HIGHLIGHTS FOR 1993-94

The 1993-94 year was an eventful one for English Radio. The weekday evening schedules were redeveloped. Steps were taken to strengthen local morning shows in centres such as Montreal, Toronto and Vancouver. Corporate approval was given to proceed with the extension of the Stereo network to Charlottetown. Network and regional programs won an unprecedented 35 national and international awards. The first annual internal CBC Radio awards



**ENGLISH RADIO (cont'd)**

were inaugurated. The move to the Canadian Broadcasting Centre in Toronto was completed successfully. Entrepreneurial and further use activities were expanded. New strategic alliances were forged. Training, in both formal and informal settings, was increased.

The year also brought dramatic evidence that, to quote the Globe and Mail, "CBC Radio is a major presence in Canadian life." Statistics Canada reported that 34% of Canadians over the age of 15 listen to CBC Radio during a typical week.

## PROGRAMMING OBJECTIVES

### SCHEDULE INNOVATION

***Objective: Introduce a new, integrated evening program on CBC Stereo combining a range of performance programming and arts journalism.***

The weekday evening schedules on both Radio and Stereo networks were redeveloped in 1993-94.

On Radio, a major 10 p.m. news package was launched with an emphasis on tailored regional coverage and a book reading program, *Between the Covers*, was introduced.

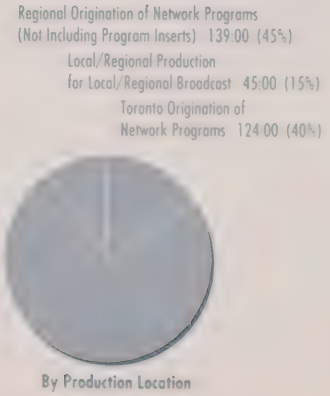
On Stereo, *The Arts Tonight* was expanded into an extended, high profile, interdisciplinary arts and performance showcase, and a nightly jazz show, *After Hours*, was added.

Radio weekend changes, which will continue significantly in 1994-95, were begun with the introduction of *Brand X*, a Saturday afternoon show dealing with aspects of popular culture. *Roots and Wings* is a successful new approach to world music. Distinctive limited series such as *Word For Word* and *The Talk Show* were created.

*Stereo Morning* was enriched with additional local survival information. The presentation of local breaks was improved throughout the schedules. Regular cross-promotion with Television was begun.

**CBC Radio and Stereo Combined Sources of Programming**
One Typical Week - 1993-94 Season
(308 hours)





**ENGLISH RADIO (cont'd)**

***Programming Excellence***

It was a vintage year for national and international awards to English Radio: 35 prizes including 12 awards at the International Radio Festival of New York, 4 at the Gabriels, 4 from the Canadian Association of Journalists and 3 Juno awards for music discs. Prizes went to award winning production teams in Toronto, Charlottetown, Yellowknife, Vancouver, St. John's, Halifax and Calgary. CBH Halifax became the first Canadian station ever to win the prestigious Gabriel Award for Outstanding Achievement by a Radio Station.

On November 25, 1993 English Radio presented the First Annual CBC Radio Awards for Programming Excellence in the Glenn Gould Studio in Toronto. There were four categories (more will be added in 1994):

- Best Network Daily Program: *The World at Six*, Toronto;
- Best Regional Daily Program: ex aequo: *Morning Edition*, Regina and *Homestretch*, Calgary;
- Best Network Weekly Program: *The Inside Track*, Toronto;
- Best Regional Weekly Program: *Saturday Spotlight*, Montreal.

**REGIONAL REFLECTION**

***Objectives: Ensure that regional contributions to the network programs remain at least at their current levels; consolidate English Radio's new Regional Programming Department and solidify its role in maintaining and enhancing regional reflection.***

English Radio continues to meet the objective of 60% for regional origination of network programs and contributions to network programs. Six centres provide most of this output: Vancouver, Montreal, Winnipeg, Calgary, Ottawa, Halifax.

Local/regional stations also continue to produce about 40 hours a week for their home communities. (See *Regional Broadcasting*, p. 58)

The Regional Programming Department built new partnerships between regional centres and the network. With encouragement, many examples of co-operative programming ventures appeared among regional stations and between regional and network programs. These included drama co-productions, the use of infotape topical panels and the development of comedy.

The department also took the lead in expanding and redefining radio training, focusing on such priorities as advanced journalism and management effectiveness for program leaders.

**CROSS-CULTURAL (ENGLISH/FRENCH) REFLECTION**

***Objective: Continue, and where possible increase, English Radio programs which reflect French and English Canadian issues and culture to one another.***

Many initiatives continue to occur in the music area, ranging from a song writing contest to joint competitions and regular program exchanges. There were examples of successful spoken word shows, such as a joint CBC/SRC *Cross Country Checkup*, literary profiles of Quebec writers and poets and a joint Regina/SRC holiday weekend special.

Major News and Current Affairs programs deal regularly and in depth with Quebec and francophone sensibilities.



## CBC ENGLISH RADIO SCHEDULE

January – March 1994

| | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | SUNDAY |
|---|---|---|---|---|---|---|---|
| 6:00 | WORLD REPORT | | | | | | |
| 6:30 | | | | | | | |
| 7:00 | WORLD REPORT | | LOCAL MORNING PROGRAM | | | MORNING | MORNING |
| 7:30 | | | | | | | |
| 8:00 | WORLD REPORT | | | | | | |
| 8:30 | | | | | | | |
| 9:00 | | | MORNINGSIDE | | | | |
| 9:30 | | | | | | | |
| 10:00 | | | | | | BASIC BLACK | SUNDAY MORNING |
| 10:30 | | | | | | | |
| 11:00 | | | | | | | |
| 11:30 | | | | | | | |
| 12:00 | | | LOCAL NOON HOUR PROGRAM | | | | |
| 12:30 | | | | | | | |
| 1:00 | | | | | | THE INSIDE TRACK | |
| 1:30 | | | | | | | |
| 2:00 | | | | | | | THE BEAT |
| 2:30 | | | | | | | |
| 3:00 | | | | | | | |
| 3:30 | | | THE ARTS REPORT | | | | |
| 4:00 | | | | | | | |
| 4:30 | | | | | | | |
| 5:00 | CANADA AT FIVE | | LOCAL AFTERNOON PROGRAM | | | | |
| 5:30 | | | | | | REGIONAL PERFORMANCE | |
| 6:00 | | | THE WORLD AT SIX | | | | |
| 6:30 | | | | | | | |
| 7:00 | | | AS IT HAPPENS | | | | |
| 7:30 | | | | | | HOT SEAT | |
| 8:00 | | | THE BEST OF MORNINGSIDE | | | | |
| 8:30 | | | | | | | |
| 9:00 | | | IDEAS | | | | |
| 9:30 | | | | | | | |
| 10:00 | | | CBC TEN O'CLOCK NEWS | | | | |
| 10:30 | | | BETWEEN THE COVERS | | | | |
| 11:00 | | | | | | | |
| 11:30 | | | THAT TIME OF THE NIGHT | | | | |
| 12:00 | | | | | | | |
| 12:30 | | | | | | | |
| 1:00 | | | NEWS / SPORTS / WEATHER | | | NEWS / SPORTS / WEATHER | NEWS / SPORTS / WEATHER |

- Network program produced in Toronto
- Network program produced in region
- Network program with regional inserts
- Local program

## CBC ENGLISH STEREO SCHEDULE

January – March 1994

| | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | SUNDAY |
|---|---|---|---|---|---|---|---|
| 5:00 | THAT TIME OF THE NIGHT | | | | | | |
| 5:30 | | | | | | | |
| 6:00 | WORLD REPORT | | | | | | |
| 6:30 | | | | | | | |
| 7:00 | WORLD REPORT | THE ARTS REPORT | | | | | |
| 7:30 | | | | | | | |
| 8:00 | WORLD REPORT | | | | | WORLD REPORT SPORTS | |
| 8:30 | THE ARTS REPORT | | | | | | |
| 9:00 | NEWS | MOSTLY MUSIC | | | | WORLD REPORT / SPORTS | CHORAL CONCERT |
| 9:30 | | | | | | MAX FERGUSON | |
| 10:00 | | | | | | | |
| 10:30 | | | | | | AIR FARCE | |
| 11:00 | NEWS | R.S.V.P. | | | | SWINGING ON A STAR | MUSIC ALIVE |
| 11:30 | | | | | | | |
| 12:00 | NEWS | | | | | JAZZLAND | REGIONAL PERFORMANCE |
| 12:30 | THE ARTS REPORT | | | | | | |
| 1:00 | NEWS | OFF THE RECORD | | | | | |
| 1:30 | | | | | | SATURDAY AFTERNOON AT THE OPERA | |
| 2:00 | | | | | | | |
| 2:30 | | | | | | | |
| 3:00 | NEWS | DISC DRIVE | | | | | |
| 3:30 | | | | | | | |
| 4:00 | NEWS | | | | | | |
| 4:30 | | | | | | | |
| 5:00 | CANADA AT FIVE | | | | | | |
| 5:30 | | | | | | | TRANSCONTINENTAL |
| 6:00 | THE WORLD AT SIX | | | | | SPORTS | NEWS DOUBLE EXPOSURE |
| 6:30 | | | | | | R'S ALBUMS | |
| 7:00 | | | | | | | THE BEAT |
| 7:30 | | | | | | | |
| 8:00 | | THE ARTS TONIGHT | | | | | |
| 8:30 | MONDAY NIGHT DRAMA | | | | | JAZZ HALL | HOT TICKET |
| 9:00 | | | | | | | |
| 9:30 | | | | | | | TWO NEW HOURS |
| 10:00 | | | | | | SPORTS | |
| 10:30 | | | | | | | |
| 11:00 | NEWS SPORTS | AFTER HOURS | | | SPORTS | SPORTS | |
| 11:30 | | | | | | | MUSIC & SPECIALS |
| 12:00 | NEWS SPORTS | | | | LINES | NIGHT LINES | |
| 12:30 | | BRAVE NEW WAVES | | | | | BRAVE NEW WAVES |
| 4:00 | | | | | | | |

Network program produced in Toronto

Network program produced in region

Network program with regional inserts

Local program





ENGLISH RADIO (cont'd)

### CANADIAN CONTENT

***Objective: Meet, on a consistent basis, the very ambitious levels of Canadian music content specified in the CRTC network and station licenses.***

The targets of 50% for popular music and 20% for classical music were met and exceeded.

### AUDIENCES

***Objective: Strive to return to record high audience levels of 1990-91.***

Slight share erosion continued in 1993, but showed signs of reversing in 1994. Statistics Canada and other independent surveys showed dramatically that the impact and value of CBC Radio among Canadians is far greater than BBM ratings have traditionally indicated. Qualitative measurements indicate that listener satisfaction with the services remains very high.

## MANAGEMENT OBJECTIVES

### THE TEAM APPROACH

***Objective: Continue and enhance the new team approach to managing the English Radio network.***

The team approach to managing the English Radio service was strengthened through improvements to the Program Operations Team, consisting of department heads and senior managers, and through the development of Program Area Teams in each department.

### NEW TECHNOLOGIES

***Objective: Ensure that new technologies are fully exploited to increase the efficiency of CBC program operations, administrative processes and management.***

The Radio Production Centre in the new Toronto building was consolidated and reorganized under new leadership. It was given a national mandate for the introduction of emerging broadcast technologies.

English Radio took the lead in the corporate *Opportunity For Change* initiative, with the intent of using new technologies and work methods to increase productivity.

### ENTREPRENEURIAL ACTIVITIES, FURTHER USE

***Objective: Make further use of our programs and other resources, thereby increasing the public profile of our journalistic and cultural leadership.***

CBC Records is Canada's leading classical music label. It releases 25 to 30 compact disc titles annually, including many Juno award-winning discs. For the first time this year, CBC Records broke even on its annual operation. It also expanded to new markets in Europe and Asia.

In order to consolidate its many separate ventures in program scripts and audiocassettes, English Radio created RadioWorks in fall 1993.

The Glenn Gould Studio established itself as a prestige Toronto venue for concerts, corporate presentations and specialized music recording. The CBC Radio Literary Competition is now co-sponsored by *Saturday Night Magazine*.



ENGLISH RADIO (cont'd)

### EQUITY

***Objectives: Ensure that women are equitably represented on air in CBC Radio and CBC Stereo programs; ensure the English Radio network employment equity targets are met by December 1994.***

The percentage of women hosts or co-hosts on network shows now exceeds 40%. More than 50% of the directors of radio in regional centres are women. A successful new initiative (to be continued) was the summer radio camp in the Broadcast Centre for high schoolers in the designated categories.

### PRODUCTIVITY

***Objective : Ensure that the maximum possible value is obtained from the use of CBC financial and other resources in the production of our programs.***

English Radio met its productivity goals in 1993-94 and will exceed them in 1994-95, redirecting funds to new program initiatives. National meetings and executive producer conferences have been used successfully to discuss productivity issues and principles of effective "re-engineering".

## LOOKING TO THE FUTURE

English Radio is seen as a major "collateral asset" to the Corporation because of its quality and distinctiveness, its non-commercial status, its audience loyalty and impact, and its ability to deliver key parts of the mandate.

The challenge is to balance stability with evolution. If change is too rapid and unfocused, it will alienate core support. On the other hand, if the service does not grow and develop, it will become stagnant and irrelevant.

We intend to enrich and focus our program schedules in a concerted manner. Having taken important positive steps with the weekday schedules, we are now concentrating on the weekend schedules of both networks. During summer 1994, we are piloting a new kind of variety show on holiday weekends called *Blue Skies*, a network/regional collaboration. In the fall of 1994, we will unveil a revamped *Sunday Morning*, introduce a new media accountability program and add weekend editions of the *World at Six*. Saturday and Sunday afternoons and evenings on both Radio and Stereo will see significant scheduling changes.

We now plan and develop new radio services in strategic alliances with new partners.

In regional programming, the top priority continues to be the revitalization of local morning shows. A key aspect is the creation of single, integrated journalistic leadership for these programs.

Finally, we want to give focus and direction to our developing array of entrepreneurial ventures, from studio rentals, to over-the-air data services, to the marketing of books, cassettes, records and training modules.





*D'un soleil a l'autre*



*Aujourd'hui la science*



*L'Ecran sonore*



*Les Affaires et la vie.*



*Carte blanche*



*Les Actualites*



*Radar*



# FRENCH RADIO

As the only French language public radio broadcaster in North America, CBC French Radio serves as a link between francophone Canadians and provides them with regular contact with francophones throughout the world.

CBC French Radio stands out from the rest of the industry because of its non-commercial nature and its solid base in the various regions of the country.

With its complementary AM and FM Stereo networks, French Radio can meet the numerous demands of an extensive mandate. It offers the Canadian public impartial, extensive and credible news and information; local, regional and national quality services; original, varied and innovative programming; firm support for Canadian talent of all kinds; a contribution towards the sharing of a national identity; and, a reflection of the multicultural nature of the country.

From Halifax to Vancouver, 16 production/broadcasting centres supply programming. Distribution throughout the country is supplemented by 3 private affiliated stations, 154 CBC rebroadcasters and 8 private and community rebroadcasters.

## HIGHLIGHTS FOR 1993-94

Improvement of regional reflection on the network was one of French Radio's major objectives last year. In cooperation with Regional Broadcasting Operations, a development plan was prepared with a view to increasing contributions by regional stations to network programming.

Also, the Vice-President of French Radio initiated a restructuring to reduce the number of layers of management and bring management closer to the production teams.

## PROGRAMMING OBJECTIVES

### REFLECTION OF CANADIAN LIFE

***Objective: Offer listeners distinctive, innovative, top quality programming, which is an expression of the country and which meets the requirements of the public radio mandate, as well as listeners' needs.***

#### *New Programs*

In the summer of 1993, nine new programs were included on the AM schedule and eight on the Stereo schedule.

The fall 1993 schedules were also enhanced with 11 new programs: on AM, *Bonsoir l'ambiance, D'est en ouest, Demain la veille, Sur le goût de la langue, Radar national* et *Le Canada dans le monde*; on Stereo, *Les Voix du monde, Traverses, La Pensée en marche, Me voici* and *Illustres ou inconnus*.

#### *Specials*

French Radio covered a number of significant public events such as:

- the Progressive Conservative Leadership Convention, the federal budget, the federal election and several provincial elections;
- the official ceremonies for Canada Day;
- the war in Bosnia and the anguish of Sarajevo;
- some of Canada's cultural highlights, such as International Music Day, the 45th anniversary of the Pro Musica Society, the 90th anniversary of the Quebec City Symphony Orchestra and the 60th anniversary of the Montreal Symphony Orchestra;
- the Jeux de l'Acadie, the Jeux d'été du Québec and the Canada Summer Games;



## FRENCH RADIO (cont'd)

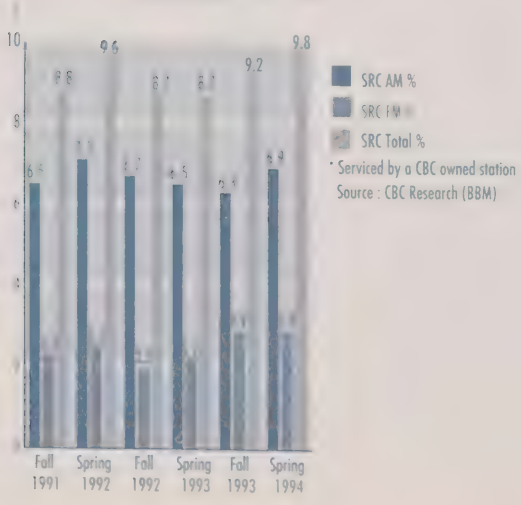
- special reports by Bernard Drainville on *Les Affaires et la vie*, live from some of China's main cities; and,
- on Good Friday, broadcast of a program dealing with theatre and the sacred.

### *Audiences*

During the past five years, the French AM and FM networks maintained their relative importance in an increasingly competitive context.

In spring 1994, French Radio reached 916,000 different listeners during a typical week, its highest performance in the last four years. The total reach of the AM network was 702,000 listeners who devoted an average of 9.3 hours a week to its programs. The FM network reached 353,000 listeners who tuned in to its programs for 7.7 hours weekly. Finally, 15% of listeners tuned in to both the AM and FM services.

**Share of Francophone Listening in CBC Areas* Captured by CBC French AM and FM Radio among French Stations**
Monday-Sunday, 5 a.m. - 1 a.m., 12+




* Serviced by a CBC owned station
Source : CBC Research (BBM)

The total hours tuned also rose in spring 1994 to 6,497,000 hours for the AM network and 2,732,000 for the FM network.

In January, an enjoyment survey was conducted among AM and FM network listeners in Quebec.

Some of the highlights from the AM survey:

- In Montreal and the rest of Quebec, 82% of AM network listeners said they were very or quite satisfied with the programming as a whole;
- 63% of listeners thought the programming had maintained the same quality as the previous year, and 20% felt it had improved; and,
- When compared with other radio stations, SRC AM was frequently qualified as "better" for personal improvement, journalists, news and information in general and programs in general.

Some highlights from the FM survey:

- In Montreal and the rest of Quebec, 84% of listeners said they were very or quite satisfied with the programming as a whole; and,
- Nearly all listeners felt that the FM network carries music that is accessible or pleasant to listen to.

### *Coverage*

To fulfil a commitment renewed last year before the CRTC, the Vice-President announced that French Radio would extend its FM Stereo service to the Sherbrooke region late in the fall of 1994, by means of a transmitter that will carry CBF-FM programming to an additional population of some 300,000 individuals.



**FRENCH RADIO (cont'd)**

***Awards***

The outstanding work performed by French Radio was acknowledged with several honours:

- The rock opera *Cartier* won 2nd prize among 15 productions at the Prix Monte Carlo;
- The Asian Broadcasting Union, in cooperation with the European Broadcasting Union, gave a special mention to the youth program *275-ALLÔ*; and,
- Journalist Johanne McDuff of CBOF Ottawa won the prize for investigative journalism and the grand journalism prize, awarded by the Canadian Association of Journalists, for her report on contaminated blood.

## MEDIA ACCOUNTABILITY

***Objective: Offer listeners top quality news and information programs in accordance with our journalistic policies.***

In June 1993, journalists from Montreal and the regions participated in a national symposium organized by the CBC, "Covering Politics in the 90s".

Numerous managers, journalists and producers from Information Services also took part in a symposium on the economy, held at the Maison de Radio-Canada, to prepare reporters for covering the economic issues raised during the election campaign.

Finally, the manager of Program Development in Montreal was assigned the job of supervising news and information issues in regional stations to ensure better coordination.

## REGIONAL REFLECTION ON THE NETWORK

***Objective: Ensure full leadership of local, regional and network programming as a whole in both information and general programming.***

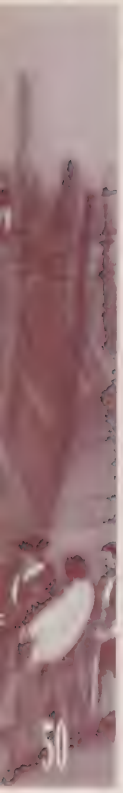
During the 1993-94 season, network programs produced completely in the regions accounted for 8% of programming, compared with 4.5% the previous year. These included:

- on AM: *D'un soleil à l'autre* (Quebec City), *D'est en ouest* (various regions), *Vents d'ouest* (Vancouver), *Tournée d'Amérique* (Ottawa), *Ici Vancouver* (Vancouver), *Sur le goût de la langue* (Rimouski and Chicoutimi, with contributions by other regional stations), *La Semaine à la Chambre des communes* (Ottawa), *Débats à l'Assemblée nationale* (Quebec City); and,
- on FM: *Illustres ou inconnus* (Ottawa) and *VVJazz* (Vancouver).

Furthermore, most of the other AM and FM network programs regularly benefit from contributions provided by the regional stations. These include *Les Actualités*, *Les Jeunes Artistes*, *Jazz sur le vif*, *Tout compte fait*, *Radar national*, *Multipiste* and *L'Écran sonore*.

A few other activities worthy of mention:

- a series titled *Le Canada dans le monde*, produced for the AM network by the Ottawa station;
- from Edmonton, a series of eight programs entitled "Un siècle à l'horizon" *(L'Aventure)*;
- from Sept-Îles, 115 features on current affairs on the North Shore;
- from Chicoutimi, an audio recording and some 50 hours of music programs for the FM Stereo network; and,
- from Regina, an increase of 21 hours of contributions to network and inter-regional programming.



## CBC FRENCH RADIO SCHEDULE
January – June 1994

| | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | SUNDAY |
|---|---|---|---|---|---|---|---|
| 5:35 | | | | | | | |
| 5:40 | D'UN SOLEIL À L'AUTRE (en reprise) | | | | | | |
| 6:00 | | | | | | | |
| 6:30 | | | | | | | |
| 7:00 | | | | | | | |
| 7:30 | | | | | | | |
| 8:00 | EMISSIONS REGIONALES | | | | | RADIOJOURNAL | |
| 8:30 | | | | | | | |
| 9:00 | ÉMISSIONS RÉGIONALES | | | | | | |
| 9:30 | | | | | | | |
| 10:30 | | | | | | | |
| 11:00 | | | | | | | |
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| 12:00 | | | | | | | |
| 12:30 | ÉMISSIONS RÉGIONALES | | | | | | |
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Network program produced in Montreal

Network program produced in region

Network program with regional inserts

Local/regional program

## CBC FRENCH STEREO SCHEDULE

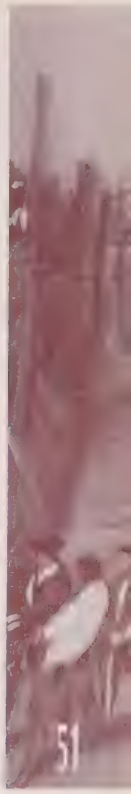
September 1993 – June 1994

| | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | SUNDAY |
|---|---|---|---|---|---|---|---|
| 12:05 | | | | | | | |
| 12:30 | | | | | | | |
| 1:00 | | | | | | | |
| 1:30 | L'EMBARQUEMENT POUR SI TARD . . . ET CHANSONS EN LIBERTÉ | | | | | MUSIQUE DE NUIT ET MUSIQUE EN FÊTE | MUSIQUE DE NUIT ET MUSIQUE EN FÊTE |
| 2:00 | | | | | | | |
| 2:30 | | | | | | | |
| 3:00 | X Y JAZZ | | | | | | |
| 3:30 | | | | | | | |
| 4:00 | | | | | | PASSAGES | LA PENSÉE EN MARCHE |
| 4:30 | CARTE BLANCHE | | | | | | |
| 5:00 | | | | | | LA FARANDOLE | LA FARANDOLE |
| 5:30 | | | | | | | |
| 5:55 | MÉDITATION | | | | | MÉDITATION | MÉDITATION |
| 6:00 | RADIOJOURNAL | | | | | | AU FIL DU TEMPS |
| 6:30 | | | | | | | |
| 7:00 | RADIOJOURNAL | LES PORTES DU MATIN | | | | | |
| 7:30 | | | | | | | |
| 8:00 | RADIOJOURNAL | | | | | RADIOJOURNAL | |
| 8:30 | | | | | | LA GRANDE FUGUE | LA GRANDE FUGUE |
| 9:00 | | | | | | | |
| 9:30 | MUSIQUE EN FETE | | | | | | |
| 10:00 | | | | | | | MUSIQUE SACREE |
| 10:30 | | | | | | CHRONIQUE DU DISQUE | |
| 11:00 | EN SCENE THÉATRE EN CLIP | DOCUMENTS | LANGUE ET ESPACE FRANCOPHONE | AU FIL DU TEMPS | À L'ÉCRAN | | POUR LE CLAVIER |
| 11:30 | | | | | | | |
| 12:00 | RADIOJOURNAL | | | | | RADIOJOURNAL | |
| 12:10 | ** | TRAVERSES | | | | | |
| 12:30 | LA CORDE SENSIBLE | | | | | DES MUSIQUES EN MÉMOIRE | |
| 1:00 | | | | | | | |
| 1:30 | | | | | | | |
| 2:00 | | | | | | L'OPÉRA DU SAMEDI | |
| 2:30 | | | | | | | |
| 3:00 | | | | | | | |
| 3:30 | CARTE BLANCHE | | | | | | |
| 4:00 | | | | | | L'OPÉRA DU METROPOLITAN | |
| 4:30 | | | | | | | |
| 5:00 | LA PENSÉE EN MARCHE | PASSAGE | LE LIEU COMMUN | ME VOICI | ILLUSTRES OU INCONNUS | | |
| 5:30 | RADIOJOURNAL | | | | | CORRESPONDANCES | LES GRANDES RELIGIONS |
| 5:50 | 1 2 3 NOUS FONS DU BOIS | | | | | | |
| 6:00 | LA FARANDOLE | | | | | MUSIQUE À LA CLÉ DES CHAMPS | LES VOIX DU MONDE |
| 7:00 | CHANSONS EN LIBERTÉ | | | | | LES JEUNES ARTISTES | |
| 8:00 | | | | | | | |
| 8:30 | | | | | | LE PETIT CHAMBON | |
| 9:00 | | | | | | | |
| 10:00 | | | | | | | |
| 10:10 | | | | | | | |
| 10:30 | | | | | | | |
| 11:00 | X Y JAZZ | | | | | | |
| 11:30 | LE VOYAGE INTÉRIEUR | | | | | | |

Network program produced in Montreal

Network program with regional inserts

Network program produced in region





## FRENCH RADIO (cont'd)

Many new initiatives also helped improve programming and encourage creativity. For example:

- A national press review has been produced and broadcast daily on all regional stations since February;
- A coordinator of regional contributions was appointed to general interest programs with a view to facilitating cooperation with the regional stations; and,
- A network of producers in the regional stations was set up to stimulate network contributions.

In addition, opportunities for exchanges and communication between network and regional personnel were created. Thus, 25 people from the network and the regions met to discuss network/regional relations in news and information; five reporters from the regional stations took part in a two month training program in the Montreal newsroom; another meeting brought together personnel from the network and the regions who work in music program production; three producers from Moncton, Ottawa and Rimouski participated in a training session in music programs; three people from the regional stations learned to use the record library system in Montreal; and, support was provided to all stations.

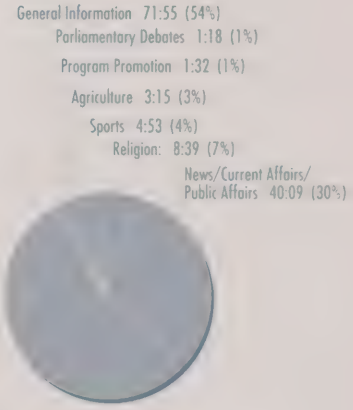
A budget of $4,426,000 was allocated by the network to regional contributions. This amount does not take account of the budget devoted to contributions by individual regional stations. In addition, a program development fund was created to encourage production of regional contributions for the networks.

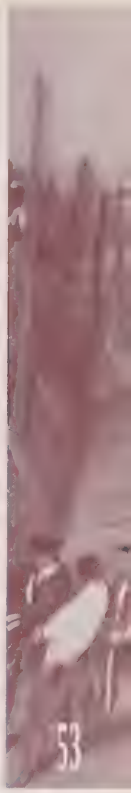
### LOCAL AND REGIONAL PROGRAMMING

***Objective: Meet the regions' special needs by offering local and regional programming.***

During the first part of the 1993-94 season, a minimum of about 15% of programming heard on French Radio in the various regions of the country was produced locally, for a minimum of 24 hours weekly during prime time. Since January 1994, local programs have occupied a minimum of 27 hours a week, or 16% of air time. (See *Regional Broadcasting*, p. 58)

**Schedule Analysis of CBC French AM Radio**
One Typical Week - 1993-94 Season
(132:28 hrs:min)






## FRENCH RADIO (cont'd)

### TALENT DEVELOPMENT

***Objective: Pursue the ongoing effort to promote development of Canadian talent.***

Throughout the year, musical circles benefited from the active support of French Radio, which was involved in an impressive number of galas and festivals, sometimes as the official broadcaster. These included:

- the Gala de la chanson française in Nova Scotia;
- the 11e Festival de la chanson de Petite-Vallée in the Gaspé Peninsula;
- in Quebec, the Festival international de Lanaudière and the Festival du Domaine Forget, Charlevoix; and,
- the Festival international de musique baroque, Lamèque, New Brunswick.

In June, CBJ-FM Chicoutimi taped, for broadcast on the FM network, the first work by the composer Jean-Pierre Bouchard, Les chants de la paix, a poetic and musical work which opened the Festival de musique de création de Jonquière.

In addition, Music Programs produced 35 phonograms, and *Radio-Concert* and *Musique actuelle* broadcast concerts presented at the Forum international des jeunes compositeurs.

Literary talent was also promoted. At the 10e Concours de nouvelles, 272 manuscripts were submitted by 277 participants from various regions. The 21e Concours d'oeuvres dramatiques, for its part, received 124 manuscripts from all parts of the country.

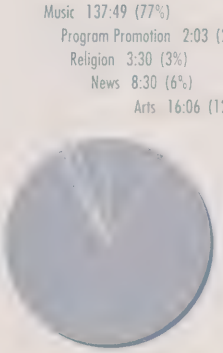
In cooperation with the Manitoba Department of Education, CKSB organized a writing contest that attracted over 1,500 young people.

In April, the book *Gratien, Ti-Coq, Fridolin, Bousille et les autres* was published by Éditions Stanké, from conversations between Gratien Gélinas and Victor-Lévy Beaulieu broadcast by Cultural Programs.

"À haute voix", a series of 20 portraits of Quebec writers, was presented on *Textuel*.

Again this year, French Radio greatly helped to promote Canadian performers abroad. More than 300 concerts by Canadian orchestras and ensembles were sent to members of the European Broadcasting Union (EBU); more than 350 CDs by Canadian performers were sent to radio stations belonging to the EBU and the Communauté des radios publiques de langue française; and, some 100 CDs were sent to Canadian embassies in various countries.

**Schedule Analysis of**
**CBC French FM Stereo Network**
One Typical Week - 1993-94 Season
(168:00 hrs:min)





**FRENCH RADIO** (cont'd)

### CROSS-CULTURAL PROGRAMMING

***Objective: Offer programming that helps understanding of the anglophone community and its culture, as well as the multicultural reality of the country.***

On the network, as in the regions, French Radio facilitates communication with the various cultures that make up Canadian society. For example:

- During the referendum campaign, a special edition of *Cross Country Check Up*, hosted jointly by the host of *Le Midi-15*, was simulcast live on English Radio;
- Some of the musicians and singers recorded by CKSB Saint Boniface at the Festival du Voyageur, were rebroadcast on English Radio;
- During the holiday period, a bilingual program titled *Noël chez nous* was produced in cooperation with the English and French stations in Regina;
- During the referendum campaign, an English Radio reporter worked on the program *Les Actualités*, and a joint production of the programs *Sunday Morning* and *Dimanche Magazine* took place;
- On FM Stereo, the program *Me voici* provided guests from a range of backgrounds with an opportunity to speak out on an event that had marked their lives;
- On *Bonsoir l'ambiance*, a contributor presented a weekly report on musicians and performers in English Canada;
- The French Radio record library provided the English language stations in Thunder Bay and Fredericton with recordings of francophone performers;
- The two FM Stereo networks conducted an exchange of producers;
- Fictional works by English Canadian authors were adapted for cultural programs;
- The series *Des musiques en mémoire* devoted its programs to the musical repertoire of numerous countries; and,
- *Littératures actuelles* regularly discussed not only English Canadian literature, but also contemporary literature from numerous other regions throughout the world.

## MANAGEMENT OBJECTIVES

### RESOURCE MANAGEMENT

***Objective: Promote teamwork with a view to achieving excellence in programming and management.***

In April 1993, the Vice-President of French Radio initiated a restructuring to reduce the number of layers of management and bring management closer to production teams.

To achieve greater savings, French Radio worked with other CBC components on various projects.

Some concerts were coproduced with English Radio, for example, at the opening of the Capitol Theatre in Moncton, and the finals of the National Competition for Young Performers at the National Arts Centre in Ottawa. Several concerts taped by English Radio or French Radio were exchanged and broadcast.

In Montreal, the traffic reporter frequently participated in English Radio programs.




**FRENCH RADIO (cont'd)**

The swearing-in ceremony for Prime Minister Kim Campbell was simulcast live on French Television.

Agreements negotiated to obtain more promotional copies of records resulted in notable savings connected with the purchase of records.

Better planning of activities resulted in a 35% reduction of overtime.

Thanks to its exchanges with the Communauté des radios publiques de langue française and the European Broadcasting Union, French Radio was able to broadcast nearly 200 hours of programs and almost 250 stories from radio services belonging to those two organizations.

### DIGITAL RADIO

***Objective: Take full advantage of new technology to improve the efficiency of program production, administration and management.***

On March 11, 1994, French Radio participated in the launching of the public digital radio demonstration plan in Montreal. This joint project by the CBC, private broadcasters and the Canadian government, with the participation of the Quebec government, will conduct trials of this new technology in view of its future introduction.

### STAFF DEVELOPMENT

***Objective: Offer staff an opportunity to develop new skills and acquire greater mobility.***

A training committee and sub-committees were set up to analyze needs, set priorities and prepare a training plan.

More than 1,000 person-days of training were given to managers and employees.

## FUTURE PROSPECTS

French Radio must continue to fulfil its mission despite the rapidly evolving media environment. It must maintain its distinctive position within increased competition. The quality of its production, particularly in news and information, will enable French Radio to maintain its audiences.

French Radio will also continue to use new technology to improve service and to develop a more efficient working environment. It will maintain its commitment to the development of digital radio and introduce in the coming years a new computer system that will help production personnel and managers prepare and produce programs, while providing better control of activities.

Regional reflection on the networks, along with local presence, will remain a central priority. In news and information, French Radio will seek to improve regional and international coverage of events, and provide more weekend contributions.









*Ontario Pop 1993*



*This Hour Has 22 Minutes*



*La Ribambelle*



*Daybreak*



*The Doyle Bulletin*



# REGIONAL BROADCASTING

Regional stations continued to deliver a broad range of regional and local programs through four distinctive services: English Regional Television and Radio, and French Regional Television and Radio. All of these services have evolved in their own way, responding to different sets of community needs, preoccupations and aspirations.

To produce and distribute these services, the CBC counts on its 85 owned and operated stations across the country. CBC services are also distributed through 34 private affiliated stations, 1,154 CBC owned rebroadcasters and 263 private and community rebroadcasters.

## HIGHLIGHTS FOR 1993-94

Although regional stations are still striving to meet their mandate with limited resources, important program developments have been implemented as a result of close cooperation with the network centres. For example, English Regional Television saw the return of the 60 minute format for supper hour shows, as well as the addition of a Saturday supper show and the return of regional programs on Thursday and Saturday evenings.

On the French side, agricultural programs in both radio and television, previously produced in Montreal, were transferred to Quebec City.

The national committee set up in 1992-93 to define the concept of "regional reflection" and to study ways and means of enhancing regional reflection in programming submitted its report to senior management and to the Board of Directors. The report was well received, and regional management is confident that resources will be redirected to carry out its recommendations.

CBC also submitted applications to the CRTC to purchase the television operations of New Brunswick Broadcasting Limited and to undertake a French all-news specialty service. The CRTC responded favourably, and the Corporation will now be able to provide fully owned and operated television service to New Brunswick, as well as offer a French all-news service to francophone audiences.

## PROGRAMMING OBJECTIVES

### REGIONAL NEEDS

***Objective: Identify the needs of regional communities and ensure the relevance of regional programs to these needs.***

#### *English Services*

Following an evaluation of audience reaction to the expanded 90 minute format of the regional supper hour shows, regional television returned to a 60 minute format. In addition, the 7 p.m. to 7:30 p.m. period on Thursday, and the 6 p.m. to 7:30 p.m. and late night periods on Saturday were turned over to the regions.

These initiatives marked the return of regional program fare to CBC's prime time schedule, an activity which had to be abandoned in the wake of the 1990 restructuring. Efforts by regional stations are now focused on improving the quantity and quality of services provided to audiences. These measures have already led to tightened journalistic policies and an increase in training.

**Audience Share to Selected CBC Supper Hour Programs**
*Central Markets, Monday to Friday*
*Market Share Per Quarter Hour*

| | Spring 1993 6 p.m. - 7 p.m. % | Spring 1994 6 p.m. - 7 p.m. % |
|---|---|---|
| St. John's | 54 | 67 |
| Charlottetown | 64 | 69 |
| Halifax | 21 | 23 |
| St. John/Moncton | 13 | 6 |
| Montreal (Anglophones) | 15 | 16 |
| Ottawa | 8 | 10 |
| Toronto | 7 | 9 |
| Winnipeg | 25 | 23 |
| Regina | 12 | 19 |
| Edmonton | 5 | 6 |
| Vancouver | 8 | 10 |

*Source: CBC Research (BBM)*





## REGIONAL BROADCASTING (cont'd)

English Regional Radio stations were also very busy during the year. For example:

- The Maritime region held a special phone-in show with teens on the subject of AIDS;
- Vancouver produced a show on the "Let the Peoples Sing" competition for choirs, held for the first time outside Europe;
- CBC North Radio took daily programs down the Mackenzie River, visiting various remote locations; and,
- In Ontario, *Radio Noon* linked all CBC and public radio stations in the province and around the Great Lakes in the U.S. to discuss responsibility for the health of the Great Lakes.

### *French Services*

Regional management continued to meet with those francophone communities most affected by the 1990-91 changes to the mandate and structure of regional television. The additional resources allocated as a result of these meetings allowed the Ontario/Outaouais and the Quebec/Eastern Quebec regions to improve their supper hour shows, and helped Moncton finance regional crews mandated to produce contributions to the networks.

Responding to their responsibility to contribute to the development of Canadian talent, French Radio stations created various activities for young listeners. For example, Moncton launched the first *Pop-Rock 15-25* competition for francophone popular music groups; Sudbury also created a competition for music groups called *La Brunante*; Regina participated in the taping and broadcast of five concerts; and, Matane launched a contest for aspiring journalists called *Reporters en herbe*.

As usual, regional radio stations provided extensive coverage of festivals and cultural activities in their respective communities. These included the Festival franco-ontarien, the Festival de Petite Vallée (Gaspé Peninsula), the Festival du voyageur (Manitoba), the Gala interprovincial de la chanson (Western Canada) and various book shows in Quebec.

French Regional Radio highlights also included the creation of a syndicated service for information and sports programs and, in most stations, the addition of local periods on Sunday morning.

## REGIONAL REFLECTION ON THE NETWORKS

***Objective: Ensure that each region is adequately represented on the networks, and that regional resources are adequate to support program objectives for radio and television contributions to the networks.***

The radio and television services of the CBC are rooted in the regions. These regions are reflected to Canadians on a daily basis through some form of network programming, either in terms of contributions and insertions to regular programs, complete series or regional specials.

**Average Audience to Main CBC French TV Supper Hour Shows**
*Monday to Friday, Quarter Hour Viewing Average, Total Coverage Area*

| | Spring 1993 | | Spring 1994 | |
|---|---|---|---|---|
| | 6 - 6:30 p.m. (000's) | 6:30 - 7 p.m. (000's) | 6 - 6:30 p.m. (000's) | 6:30 - 7 p.m. (000's) |
| Moncton | 37 | 29 | 32 | 25 |
| Quebec | 92 | 71 | 107 | 75 |
| Eastern Quebec | 36 | 28 | 39 | 24 |
| Ottawa/Outaouais | 29 | 25 | 31 | 22 |

*Source: CBC Research (BBM)*



**REGIONAL BROADCASTING (cont'd)**

***English Radio***

The importance of regional radio stations to the networks is obvious when we consider that 60% of all programming on CBC Radio and CBC Stereo is supplied by regional stations. (See *English Radio*, p. 41)

***English Television***

During the 1993-94 regular season, approximately 54% of CBC English Television network programs were produced regionally. (See *English Television*, p. 25)

***French Radio***

In French Radio, 8% of network programs were produced in the regions, compared with 4.5% the previous year. (See *French Radio*, p. 49)

***French Television***

Over the past year, regional contributions to the French Television network (CBC stations and affiliates) went from 15% to 16%. (See *French Television*, p. 34)

## MANAGEMENT OBJECTIVES

### COST-EFFECTIVENESS

***Objective: Ensure that programming and station objectives are achieved at the best possible cost.***

Numerous initiatives aimed at improving the productivity of regional stations were put forward in 1993-94. The most important, however, started in October 1993 with the review of practices and procedures for regional stations. When this review is completed, Regional Broadcasting Operations will be in a better position to rationalize its operations across the country and to reallocate resources in line with programming priorities established by the networks.

### COLLABORATION

***Objective: Maintain formal communication channels with media vice-presidents.***

Meetings of regional directors continue to serve as the official forum for discussing programming matters with media vice-presidents. Programming activities in the regions are also discussed during the annual business plan review.

In radio, as well as in television, on-going discussion between the regions and regional programming management at the national level has resulted in a better reflection of the regions in network schedules.

### PRODUCTION AND DISTRIBUTION

***Objective: Ensure quality and reliability of signal distribution and plant facilities in the regions.***

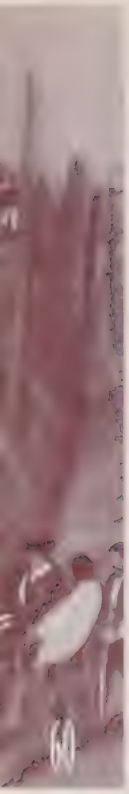
The Corporation is responsible for providing the necessary infrastructure (human resources, financial and technical training, etc.) to allow the regions to produce and broadcast quality programs. Most regions saw considerable increase in the level of training for staff. Other initiatives included replacement of production and transmission equipment.

### THE CORPORATE IMAGE

***Objective: Reinforce the image of the Corporation in all regions.***

The image of the Corporation is first defined by the excellence of its programming, supported thereafter by promotion and communications, and by our presence in the different communities. In this context, regional stations act as official representatives of the Corporation in the regions, and play an active part in the corporate communication strategies aimed at maintaining a network of strong and renewable support throughout the country.

To this end, regional directors and station personnel remain active and present in their communities, explaining the importance of the CBC as a national public service. Other initiatives such as increased program promotion between media services and the regions are aimed at making better use of radio and television as natural promotional vehicles.



**REGIONAL BROADCASTING (cont'd)**

## LOOKING TO THE FUTURE

Regional stations will continue to ensure that Canadians receive the best possible quality programming in their regions.

Regional stations will therefore strive to increase the number and calibre of programs that are delivered, regionally and nationally. The primary focus of regional stations in the future will be to enhance the reflection of the regions on national programs.

Regional stations are committed to an in-depth review of their operations to ensure that service levels can be maintained in the face of decreasing budgets. New technologies, training and development of employees and multi-skilling remain important strategies in the achievement of this objective. An experiment is under way in Windsor to foster multi-skilling and the development of new technologies.

Furthermore, as part of the licence renewal process for regional stations initiated in 1993-94, the CBC is asking the CRTC to reaffirm the importance of regional contributions to both regional and national programs.

# SPECIALTY SERVICES

### NEWSWORLD

1993-94 was particularly eventful and Newsworld was there with live coverage. From the historic Middle East peace signing, to the federal election, to the return of Canada's medal winning Olympic athletes, Newsworld brought it all to millions of Canadians.

In programming, the network placed great emphasis on the fall federal election with live broadcasts of the French and English debates and daily analyses of the campaign. *The CBC Morning News* was strengthened with new anchors and renewed dedication to live coverage of breaking news.

Also in programming, the network launched a new Canadian documentary series, *Rough Cuts*, demonstrating a strong commitment to independent Canadian filmmakers.

At the end of the 1993-94 fiscal year, to mark the beginning of its fifth year of operation, Newsworld introduced a bright new on-air look that included a new logo, sets and music. The new look will allow viewers to more readily identify Newsworld programming.



*L-R: Jordi Morgan, Norma Lee MacLeod, Joanne Stefanyk, Henry Champ.* ***The CBC Morning News.***




**SPECIALTY SERVICES (cont'd)**

More Canadians tuned to Newsworld this year for coverage of breaking news and other thought provoking programming. During the regular season, Newsworld's average weekly reach rose to 6.2 million, up from 5.7 million the previous year. Cable penetration also increased, and Newsworld now reaches 6.8 million cabled homes.

## RADIO CANADA INTERNATIONAL

In 1993-94, Radio Canada International (RCI) broadcast a minimum of 232 hours a week in seven languages (English, French, Ukrainian, Russian, Arabic, Spanish and Chinese) to North and South America, the Caribbean, Africa, Europe, Asia, Russia and the other successor states to the U.S.S.R.

On a weekly basis, RCI broadcasts 11.5 hours in English and 9.5 hours in French to Latin America; 11.5 hours in English and 11.5 hours in French to the Caribbean; 19.5 hours in English and 10.5 hours in French to the United States; 26.5 hours in English and 21.5 hours in French to Europe; 14.5 hours in English and 11.75 hours in French to Africa; 10.5 hours in English and 3.5 hours in French to Asia and the Indian subcontinent; and, 3.5 hours in English and 3.5 hours in French to the Middle East.

Material specifically targeted for Canadians abroad, consisting of the most popular domestic CBC programs, was broadcast to all target areas and totalled 53.25 hours a week in English and 28 hours a week in French. Each week RCI broadcast 15.75 hours in Russian, 15.75 hours in Ukrainian, 7 hours in Chinese (Mandarin), 10.5 hours in Spanish and 7 hours in Arabic.

RCI also sent Canadian recorded "pop" music to nearly 300 radio stations around the world, documentary material in five languages to another 100 or more stations, and had programs rebroadcast on domestic networks in Russia and several other countries.

As a result of its long relationship with the Department of National Defence, RCI began providing 24-hour daily satellite radio service for Canadian Forces in Somalia, the Golan Heights, Croatia and Bosnia, and NATO bases in Germany, Belgium and the Netherlands. Programming featured material from the CBC's French and English domestic networks and the daily RCI-produced *Report to Peacekeepers/Magazine des Casques bleus* which was also broadcast on shortwave for those, such as sailors on duty near Haiti, beyond satellite reach.

RCI also produced English language lessons for broadcast on domestic stations in foreign countries. In 1993-94, those countries included China (14 stations), Russia (22 stations), Ukraine (23 station national network), Latvia (11 station national network), Estonia (7 station national network), Lithuania, Moldova, Kazakhstan, Namibia and 11 countries in Latin America.

RCI is funded through a Contribution Agreement with the government of Canada and the grant is administered by the Department of External Affairs. This grant will be cut by 15% for the fiscal year 1994-95.



# External Activities

## International Relations

There was a magnificent crop of television and radio awards for CBC programs in 1993-94. Over 300 international and national awards were received by the Corporation over the past year, notably seven, including First Prize at the prestigious International Animated Film Festival of Annecy for Frédéric Back's *The Mighty River*, as well as a Silver Rose and a Golden Rose from the Golden Rose Festival of Montreux for the English Television program *The Kids in the Hall*. At the Radio Festival of New York, the Gold Medal for Best Special Report and the Grand Prize went to National Radio News for *The Voices of War - 1992 Foreign Year in Review*. The First Prize (Documentary category) of the 1993 Prix Gilson went to *À la recherche de la prairie perdue*, produced by French Radio's Cynthia Dubois.

In preparation for the 1994 General Conference to be held in Vancouver in August, the Commonwealth Broadcasting Association held its yearly Standing Committee Meeting in Ottawa. The CBC was elected to head the Conseil des radios-télévisions d'expression française (CIRTEF) at the latest general meeting of the Council, held in Quebec City in May 1993. The Vice-President of French Radio, Marcel Pépin, was named President of the Communauté des radios publiques de langue française (CRPLF) in January 1994, for a two year term.

Training projects were initiated in Africa, the Caribbean and former Eastern and Central European countries under the aegis of international organizations such as the Asia-Pacific Institute for Broadcasting Development (AIBD), the Commonwealth Secretariat, the South African Educational Trust Fund and the Canadian government. CBC National Radio News sent broadcast training experts to Namibia, South Africa, Jamaica, Belize, Poland, Hungary and Ukraine.

CBC French Radio greeted 46 groups of visitors who came from countries such as Gabon, France, Australia, Russia, Hungary, Germany, Portugal and Belgium. Members of the Reuter Foundation who visited the Canadian Broadcasting Centre in Toronto came from the Bahamas, Seychelles, Ecuador, Russia and Nigeria. In addition, more than 250 visas and permits were issued to radio and television crews to cover world events.

## Foreign Bureaus

The latest technical wonder—digital compression—was introduced on the London-Toronto satellite link in September 1993, effectively quadrupling the capacity to transmit news material to Canada. The facilities are shared with the BBC's World Service Television, and the CBC now controls two 24-hour video circuits and eight audio channels. London production for Newsworld and the CBC's main channel averages 250 TV items each month. London crews were also active during the year on assignments in Baghdad, Bosnia, Somalia, Israel and Poland.

The Paris bureau was hard-pressed to keep up the pace in 1993-94 in order to cover all the events in the news in Europe. The European Union and GATT, NATO, the unending war in the former Yugoslavia, the Francophone Summit held in Mauritius, the Davos Symposium in Switzerland, the new government, the floods and demonstrations in France, the chaotic situation in Algeria, the departure of Canada's military from Cyprus, and the first visits by Jean Chrétien and Daniel Johnson to Europe were among the stories covered by our teams.

The Paris bureau made nearly 2,200 contributions to more than 110 programs—70 in radio and 40 in television. These contributions included 175 stories for the *Téléjournal*, and 700 for the *Radiojournal* and English language news.



**EXTERNAL ACTIVITIES (cont'd)**

The London and Paris bureaus began preparation for CBC/SRC coverage of events marking the 50th anniversary of D-Day in Europe.

From the CBC's Washington bureau, correspondents reported, most notably, on President Clinton's first year in office, including the ratification of the North American Free Trade Agreement and the initiation of a campaign to ensure that all U.S. citizens obtain proper health care.

From the New York and United Nations offices, the major stories were on the efforts of the Security Council to resolve the crises in Bosnia and Somalia, and on the explosion at the World Trade Center.

## HOST BROADCASTER GROUP

In March 1994, the Host Broadcaster Group in Victoria moved to its new home—the International Broadcast Centre—for the 1994 Commonwealth Games. The second Rights Holders Conference was held in April 1994 with the four major participants, BBC, ABC, TVNZ and CBC/SRC in order to finalize plans for the Games, to be held August 18 to 28, 1994. In anticipation of the return of South Africa to the Commonwealth, representatives of SABC were also at the meetings as observers.

Industry Canada contracted the Host Broadcaster to provide live transmission of the Prime Minister's speech from Ottawa to Hannover, Germany, for the opening ceremonies of the CeBit Conference (the world's largest information technology trade fair) on March 15, 1994.

## TV5 QUÉBEC-CANADA

TV5 Québec-Canada is a consortium of nine public or private audiovisual and cinematographic organizations, including the CBC's French Television Service. It started operating in September 1988 and is distributed by cable companies across the country. It is now available to more than 5 million subscribers in Canada.

TV5 Québec-Canada continues to contribute programming to TV5 Europe where about 20% of the schedule is of Canadian origin. *Le Téléjournal*, for example, is broadcast daily on the TV5 Europe network and can be seen by some 28 million subscribers in 26 European countries.

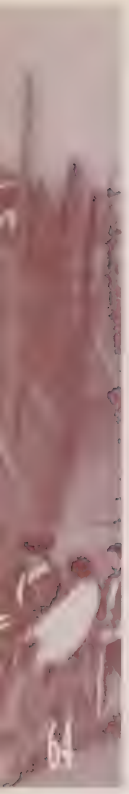
In addition to the 5th anniversary of TV5 Québec-Canada, the year 1993 also marked the launch of TV5 Afrique. With the installation of MDS (microwave distribution systems), and with the help of the Canadian government for its implementation, TV5 can now reach a larger portion of the population and is presently seen in Gabon, Senegal, Mali, Burkina Faso, Niger, Benin and Côte d'Ivoire.

TV5 has been available in Latin America since October 1992. Its signal is presently broadcast in 12 countries including Argentina, Brazil, Chile and Mexico, among others, and TV5 expects to increase its penetration in these markets in 1994.

TV5 Québec-Canada actively showcases the mosaic of francophone cultures from around the world. Among the offerings exported to TV5 Europe, TV5 Afrique, TV5 Latin America and the Caribbean are news, culture, documentary, fiction, variety and youth programs.

TV5 fulfils its double mission: to offer Canadian audiences French programming of an international nature and to disseminate within the French-speaking community, the knowledge, culture and identity of Quebec and Canada.

Two projects will be further studied in 1994: an improved presence for TV5 in the U.S.A. and the possibility of broadcasting in Asia.



# ENGINEERING

## TRANSMISSION AND DISTRIBUTION

**The Canadian Broadcasting Centre**—A number of satellite receiving dishes for various television feeds were relocated from Jarvis Street to the roof of the new Broadcasting Centre. This necessitated considerable frequency coordination with terrestrial microwave users to ensure that the facilities would operate without interference. The remaining dishes will be relocated in 1994-95.

**Anik E-2 Failure**—With the complete failure of Anik E-2 on January 20, 1994, CBC services had to be relocated to Anik E-1. As a result of limited satellite capacity on Anik E-1, one C-Band transponder had to be transferred to Ku-Band and the number of C-Band transponders was reduced by one.

Transfer of the traffic, normally a six week task when carried out in a planned format, was accomplished by regional operating staff in less than one week. This involved the repointing and retuning to new frequencies of more than 150 dishes, many in remote locations.

**Winnipeg AM Relocation**—Relocation of the Winnipeg English AM station to a site nearer the city was completed in fall 1993. Because the city had grown over the years, the performance of the facility from the old site had deteriorated substantially.

**Digital Radio**—The experimental three-station network in Montreal and the Toronto station were completed in March 1994. The work was performed by CBC Engineering on behalf of Digital Radio Research Inc. The official launches in Montreal and Toronto were followed by the Second International Symposium on Digital Audio Broadcasting. CBC co-chaired the Symposium and chaired the Program Committee. More than 400 delegates from 26 countries attended.

**Digital Compression**—Evaluations were performed on various transmission systems for audio and video compression in preparation for selection of a system. Together with the Canadian Satellite Users Association and Advanced Broadcast Systems of Canada, the CBC is working with Canadian industry to plan for the implementation of Digital Video Compression.

**Voice/Data/Radio Integrated Trial**—In the fall of 1993, a six-month trial of an integrated voice/data/radio network was carried out in Vancouver, Toronto and Montreal. Its purpose was to provide operational experience for the development of CBC's integrated network services.

## ENGINEERING OPERATIONS

Throughout 1993-94, CBC's Engineering Operations Department (EOD) continued to perform its functional responsibilities in the areas of technical maintenance, operations and training.

**Broadcast Archives**—In cooperation with the Reference Service at Maison de Radio-Canada, EOD developed the concept and definition for a non-broadcast quality "video-on-demand" project, which allows users to consult video clips off line.

Instant access to the video archives, either while preparing or during a program, offers many advantages in terms of efficiency. It may also become possible to provide remote users with access to clips, through transmission technologies now being tested by companies experimenting with applications of video-on-demand for the general public.

**Training**—To meet technical operations training needs across the country, the Radio Technical Council, under the aegis of the Director, EOD, prepared an integrated business plan. The National Training Council approved the plan and assigned responsibility for its implementation to National Training and Development within the CBC's Human Resources Department.

**Transmitter Support**—The EOD Transmission Group investigated various chronic problems with the reliability and maintenance of a specific transmitter widely used across Canada. The solutions they found resulted in the saving of hundreds of thousands of dollars for CBC. The manufacturer was obliged to refurbish the transmitters and replace the Yarmouth installation free of charge. As well, a phase measurement method for amplification circuits was developed and tested at Stoneham; as a result, this transmitter can now operate at full power. This method will be applied throughout the country.



**ENGINEERING (cont'd)**

**Corporate Committee for Tape Purchases**—The Corporate Committee for Tape Purchases (CCTP), chaired by the EOD Studio Group, evaluated 31 products and approved 23. CBC was then able to negotiate contracts for magnetic tapes with a 4% reduction in the unit price, representing savings of approximately $200,000 over the previous fiscal year.

Also, this year saw the introduction of fully digital production systems, and the Committee is now attempting to negotiate reductions in the prices of digital format metal tapes from all manufacturers. This long term strategy is aimed at ensuring the availability of magnetic media at affordable prices in years to come. This is important because, if current prices were to stay the same, CBC would be faced with a 300% increase, or about $3 million, in its costs for magnetic tape.

Since 1988, the Committee's negotiating skills have produced savings of some $5 million for the Corporation.

**Archives Study**—The Studio Group conducted an in-depth study of archiving methods at CBC. Their report led to improvements in archiving methods, and the implementation of new archiving systems based on advanced technology; these systems will realize substantial savings for CBC operations.

The report, as well, served as reference for a federal government study on the archiving of Canadian heritage materials. In this respect, it is interesting to note that CBC is generally considered to be a leader in the area of preserving and conserving information on magnetic storage media; the Canadian government has asked the EOD to act as a technical adviser for a government study group.



*Production Control Room, CBLT's Studio 55 Canadian Broadcasting Centre, Toronto*

**Telecode**—The first pilot tests to determine the feasibility of transmitting data from non-broadcasters in the vertical blanking interval of network video signals were completed. The tests were very promising, and a three year contract is to be signed with an outside firm to continue development of this capacity on CBC networks. The system was implemented with no capital or operating costs for the CBC. The association agreement will produce modest revenues for the Corporation.

At the same time, discussions are ongoing with the Department of Canadian Heritage concerning deregulation of use of the vertical blanking interval by the broadcaster owner.

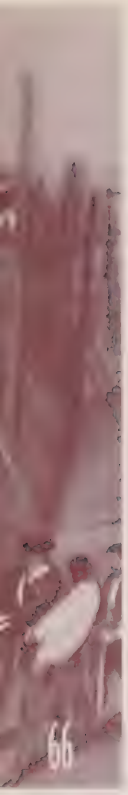
## PRODUCTION CAPITAL PROJECTS

In fiscal 1993-94, the Production Capital Projects Department's resources were again divided between capital projects and the new Canadian Broadcasting Centre in Toronto, with some 20% of the department's effort concentrated on the latter. At the Broadcasting Centre, this year saw completion of the CBLT and *Prime Time News* studios and editing suites, the Newsworld presentation studio, a recording and mix-down studio and numerous ENG edit suites.

A number of automated presentation systems were installed this year—among them, radio and television in St. John's, radio in Halifax, radio in Saint John, radio in Whitehorse and radio in Iqaluit.

Mobile projects completed include the Halifax stereo mobile, the Moncton television mobile and replacement of the cab and chassis of the Calgary radio mobile. Also this year, the opportunity became available to purchase a finished television mobile from Spectel for use in Montreal. The mobile was repainted and minor modifications were made to adapt it to Montreal's requirements.

Master control projects were under way in several locations this year, with work nearing completion on jobs in Moncton television and Ottawa radio and the consolidation of the Calgary television MCR in Edmonton.



ENGINEERING (cont'd)

Montreal television's ageing ACR-25s were replaced with new digital multicassette video presentation systems and work began on the installation of two new digital systems in Toronto. Fourth in a series, Montreal television's Studio 44 received a new video switcher, console and lighting facilities.

A Vertical Interval Control and Command (VICC) system was installed in stations across the country. This will allow information and even control signals to accompany video signals as they are distributed across the country by satellite or other means. Development is continuing on this exciting technology with an eye to future efficiencies.

To ensure that the best possible decisions respecting equipment purchases are made, the department performs extensive equipment and systems evaluations. As well, installation and acceptance testing standards and practices are constantly updated to reflect evolving technologies.

### STANDARDS AND TECHNOLOGY DEVELOPMENT

The Standards and Technology Development Department (STDD) is responsible for the development of long range technical options for CBC production, distribution and delivery, in both radio and television. It also represents the CBC's interests in the overall development of the technical standards and regulations relating to all its broadcasting activities.

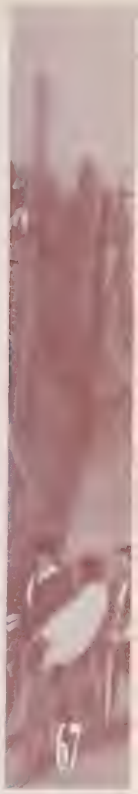
With the rapid evolution of technology, 1993-94 presented additional challenges. Fully digital broadcasting systems will soon become reality, and broadcasting, computers and telecommunications are converging toward a highly integrated "network of networks". In this evolving milieu, the new at first simply displaces the old while improving performance or cost, but, inevitably, the new leads to even more radical change, causing fundamental shifts in the ways of doing business, thereby opening still more new opportunities. Digital radio broadcasting is already launched on this path. For television, the path is still the subject of study and speculation, as the potential for new digital systems is explored.

STDD is deeply involved in this work: seeking opportunities for CBC to profit from new developments; providing guidance on broadcasters' needs to those planning the new digital world; and developing options for CBC decision-making. In essence, STDD's work will establish the technology of tomorrow for the Corporation, enabling CBC to maintain its rightful position as the national broadcaster.

**CBC STATIONS AND REBROADCASTERS**

*As of March 31, 1994*

| | *TV Networks* | | | *Radio Networks* | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | English | | French | | | |
| | Eng. | Fr. | Total TV | Mono AM/FM | Stereo FM | Mono AM/FM | Stereo FM | Total radio | Grand Total |
| CBC owned stations | 11 | 8 | 19 | 33 | 10 | 16 | 7 | 66 | 85 |
| CBC rebroadcasters | 438 | 174 | 612 | 374 | 14 | 153 | 1 | 542 | 1,154 |
| Private affiliated stations | 22 | 5 | 27 | 4 | - | 3 | - | 7 | 34 |
| Private and community rebroadcasters | 172 | 28 | 200 | 53 | 2 | 8 | - | 63 | 263 |
| **Total** | **643** | **215** | **858** | **464** | **26** | **180** | **8** | **678** | **1,536** |



# PLANNING AND REGULATORY AFFAIRS

## LICENCE RENEWALS

### *CBC Radio Networks*

Following completion of the licence renewal process for the CBC radio networks in March 1993, the CRTC turned its attention to licence renewals for all the Corporation's individual originating radio stations. Renewal applications were filed with the Commission over the course of the fall and winter of 1993. By the end of the fiscal year, approximately half of those applications had been published for public comment. Renewal decisions are expected within 1994-95.

### *CBC Television Networks*

In March 1994, the CRTC concluded a week long public hearing at which it considered the applications filed by the Corporation for renewal of the licences for its English and French television networks. A decision is expected during the summer of 1994.

## SPECIALTY SERVICE APPLICATIONS

The Canadian framework for the evolving multi-channel universe advanced further in June 1993 when the CRTC published the policy basis on which it proposed licensing additional Canadian programming services. Accompanying the policy framework was an announcement that the CRTC would consider applications proposing new Canadian specialty, pay or pay-per-view programming services at a public hearing in early 1994.

The public hearing was held in February and March 1994. The Corporation was involved, to varying degrees, in five applications:

- As the sole applicant for a national French language news and information channel, Le Réseau de l'information (RDI);
- As a joint venture partner with Baton Broadcasting Incorporated for a national English language specialty programming service, Headline, to provide headline news and other information;
- In partnership with leading Canadian arts companies and Bell Canada, in applications for twin English and French specialty programming undertakings, Festival, to provide performing arts programming and other related material;
- As a participant in a national French language pay-per-view service, Chapiteau, to provide films, made-for-TV movies, drama and previously broadcast programming, etc.; and,
- As a participant in a national English language specialty programming service, Showcase, to distribute a mix of fiction programming consisting of drama and comedy series as well as movies.

At the end of the fiscal year, decisions on these applications were anticipated by mid-June 1994. Most applicants proposed a January 1, 1995, launch for services which are licensed.





## PLANNING AND REGULATORY AFFAIRS (cont'd)

### AFFILIATE RELATIONS

***Radio***

During the 1993-94 fiscal year, the Corporation finalized the disaffiliation from the English radio network of two stations located in Parry Sound and Huntsville. CBC also proceeded with the disaffiliation from the French radio network of a station located in Rivière-du-Loup. In each case, the Corporation installed rebroadcasters to carry the full CBC programming schedule to the areas formerly served by affiliates.

The Corporation now maintains radio affiliation arrangements with four English and three French language private radio stations.

***Television***

The Corporation's long term goal of establishing a CBC owned and operated television facility in every province moved closer in December 1993, when the Corporation appeared before the CRTC seeking authority to acquire the assets and continue the operation of long time affiliate CHSJ-TV Saint John and its related rebroadcasters. Approval would provide full English television network service to New Brunswick via improved facilities based in Fredericton.

The Corporation concluded an arrangement for the renewal of the affiliation agreements with the five stations affiliated to its French television network.

Pending resolution of affiliates' concerns over the CBC's network regional sales strategy in British Columbia, the long term renewal of the agreement between the Corporation and its 22 English television affiliates has been delayed until the next fiscal year.

The English language affiliate, CKVR-TV of Barrie, Ontario, filed a disaffiliation proposal with the CRTC that will be considered at a public hearing in June 1994. The Corporation's applications to install and operate rebroadcasters in the area currently served by this affiliate will be considered at the same hearing.




# MANAGEMENT AND STAFF

## INDUSTRIAL AND TALENT RELATIONS

The past year was one of change due primarily to the issuance of certificates by the Canada Labour Relations Board (CLRB) for all recognized CBC unions/associations outside the Province of Quebec and Moncton, New Brunswick (commonly referred to as the English file).

The certificates issued, effective December 13, 1993, certified the Canadian Media Guild as the bargaining agent for the Program Production and Presentation Unit; the National Association of Broadcast Employees and Technicians (NABET) for the Technical Trades Labour Unit; and the Canadian Union of Public Employees (CUPE) for the General Administrative Unit. At the end of the fiscal year, the integration of a certain group of clerical employees into the General Administrative Unit was progressing toward a successful conclusion.

In addition, the CLRB determined that the current bargaining units in the French file (recognized CBC unions/associations in the Province of Quebec and Moncton, New Brunswick) were no longer appropriate and that a review must be undertaken. As of March 31, 1994, the CLRB was hearing evidence as to the number of units there should be and how they should be defined.

On April 30, 1993, the Association of Professionals and Supervisors (APS) filed an application for certification to represent supervisors and professionals. The intended scope of the bargaining unit sought by the Association is national and covers both the English and French networks.

### *Negotiations*

The year 1993-94 saw a great deal of activity in the negotiation of all the Corporation's collective agreements. The English unions all signed a one year agreement. The new bargaining agents served notice to bargain for the three newly created units.

At the close of the fiscal year, the negotiations for the French bargaining units were underway. The Corporation has successfully negotiated two year collective agreements with the Groupe des corps de métiers des immeubles (GCMI) of the Syndicat national des travailleurs et travailleuses en communications (SNTC) and the Syndicat des employés de la production du Québec et de l'Acadie (SEPQA).

### *Grievances and Arbitration*

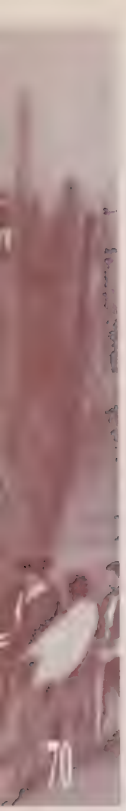
The number of grievances filed by the unions/associations continued to decline during the fiscal year. This is due to multiple factors including the continuing effort by the Corporation and the unions/associations to move from an adversarial relationship to one of trust resulting in a cooperative effort to resolve issues. This approach is also advocated by the reality of current fiscal restraint, and by the fact that the broadcasting industry is entering into a new environment requiring the Corporation and the unions/associations to adapt to this environment quickly and effectively to ensure their position in the expanding marketplace.

### *Innovative Approaches*

The Corporate Industrial and Talent Relations Service contributed significantly to the reinstatement of a supper hour news service in Windsor.

The agreement reached between the Corporation, CWSG and NABET incorporates many innovative approaches including multi-skilling and cross unit assignment as well as the use of leading edge technology. The Corporate Industrial and Talent Relations Service was able to negotiate a significant easement in jurisdiction with the granting of a waiver by NABET to permit the use of innovative desktop radio technology.

Members of the Corporate Industrial and Talent Relations Service were involved in negotiations for the acquisition of the CHSJ-TV broadcasting station in Saint John, New Brunswick, as well as providing information in the ensuing licence application.



## MANAGEMENT AND STAFF (cont'd)

### *Training*

Corporate Industrial and Talent Relations developed and presented to local managers an introductory course on industrial relations, which has now been incorporated into the Corporate Training and Development Management Program.

## TRAINING AND DEVELOPMENT

The Corporation significantly increased its commitment to training in 1993-94 in order to adjust to new technology, increase productivity, improve program quality and maintain its reputation for journalistic excellence.

### *English Radio and Television*

Thanks to the increased commitment to training, English Radio Training was able to undertake advanced radio skills training for its senior producers and editors. It also developed modules to be delivered on a local basis by local trainers in an effort to bring training closer to the regions.

For English Television Training, it was a year of vigorous development. New workshops were designed to support journalism and management excellence. Interactive multimedia workstations were installed in major locations, and work began on producing our own CD-ROM material. A new technical operations training program began with advanced Electronic Field Production (EFP) training in the regions.

CBC Training supported more equity internships than ever before for women in non-traditional jobs, in journalism and in writing for dramatic series.

In support of low cost local programming and the development of local talent, CBC Training worked with the staff of *What on Earth* (Regina), *True North* (Yellowknife), *Street Cents* (Halifax), *Cottage Country* (Ottawa), and *50 & Up*, *Alive*, *Driver's Seat* (Vancouver), with the result that these brought the Corporation increased revenue and audience. CBC Training was invited to assist South Africa Radio and Television journalists to provide independent reporting for radio and television for the coming season.

### *French Radio and Television*

In connection with media accountability, training efforts were focused on the following topics, among others:

- *The Basics of Journalism* for television craftspeople;
- *Legislation and Ethics*, in cooperation with the Legal Department and the CBC Ombudsman; and,
- *Journalism and the Economy*, a series of workshops prepared in cooperation with the École des Hautes Études Commerciales (HEC) in Montreal.

In addition, at the invitation of the Department of Foreign Affairs and the Agence de coopération culturelle et technique (ACCT), the CBC developed and organized a training program in Canada for 12 journalists from three French-speaking African countries (Burkina Faso, Mali and Benin) entitled *Journalism in Democracy*. The program was such a success that both funding agencies have asked the CBC to offer it again in 1994.

CBC Training and Development met an increased demand for integrated, specific management training. Management training was thus offered to about 740 employees with an average of two days' training per employee.





## MANAGEMENT AND STAFF (cont'd)

### *Technical Training (Radio)*

The training team delivered 1,293 participant-days of training, 88% of which were devoted to the regions and 12% to the networks. The department also completed a review and translation of a self-training and development manual, "The Studio Production Handbook", which may be used without the help of an instructor.

## PENSION FUND

The improvements to the CBC Pension Plan resulting from the $64.6 million Pension Fund surplus allocation were implemented in mid-1993. These included increased pension indexing, a more flexible retirement formula and extended pension payments for eligible children. The Corporation continued its temporary contribution holiday as approved by the Board of Directors in January 1993. The CBC Pension Plan remains one of the most generous and the Pension Fund, one of the best managed in the country.

## EMPLOYMENT EQUITY

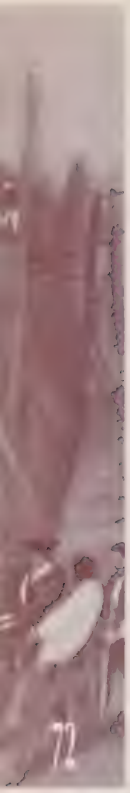
The President approved new wording for the CBC's employment equity slogan, which has been updated to give the message that the CBC does not simply comply with but is committed to equity both in terms of employment and on-air portrayal. The phrase "CBC is committed to equity in employment and programming" appears on all job advertisements posted internally and outside the Corporation. In addition, CBC's application form has been revised to remove any questions which might have a discriminatory slant. The application form is available in alternative formats such as large print, diskette and Braille.

The HELP (Help Energize Local Projects) Fund was reintroduced in April 1993. The Fund provides financial support for apprenticeships and workplace accommodation for the four groups designated under the Employment Equity Act: women, aboriginal peoples, persons with disabilities and members of visible minority groups. Through these apprenticeships, the trainees gain experience enabling them to compete successfully as job vacancies arise. Seventy-four proposals were received; of these, 38 projects were approved for funding according to the HELP Fund criteria.

The apprenticeships included on-the-job training and experience in such roles as TV Reporter, Radio Producer, Radio Researcher, TV Control Room Production Assistant, Technical Producer (TV), VTR Technician and Announcer. Most range from two months to one year.

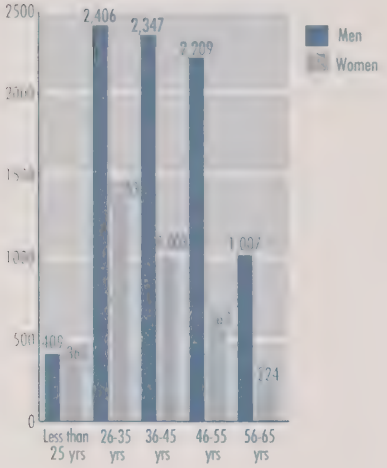
Virtually all CBC locations were involved in outreach activities to attract designated group members with employment potential. These included: participation in career fairs; advertising the CBC as an equity employer in such publications as the national aboriginal newspaper "First Perspectives", the magazine "Abilities" and the Canadian ethnocultural newsletter; hosting open houses; producing videos to illustrate employment opportunities at the Corporation; and, establishing contacts with educational institutions which could assist in identifying designated group graduates with appropriate qualifications.

An innovative way to attract potential recruits from the designated groups was English Radio's "summer camp". CBC radio management hopes that exposing senior high school students to CBC Radio may lead

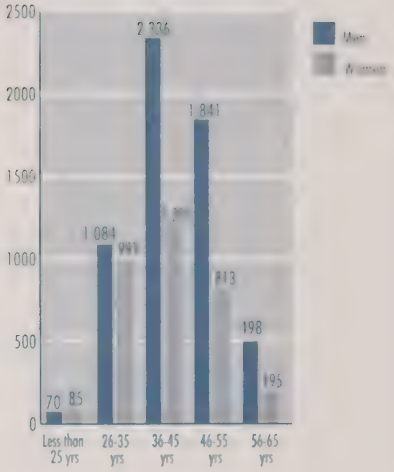


## MANAGEMENT AND STAFF (cont'd)

**CBC Employees**
March 1984
(12,183)




**CBC Employees**
March 1994
(9,117)




them to consider a career with the Corporation. During the week long camp, students were introduced to all aspects of radio including studio and field production, writing for radio, interviewing techniques and editing. The camp experience was so successful, English Radio ran a winter break camp and plans to run more.

The first in a series of Equity Newsletters was distributed to all staff. The Newsletter covered employment and portrayal issues and invited feedback from its readers. Response to the first issue was positive.

### EQUITABLE PORTRAYAL IN PROGRAMMING

To further reinforce its mission statement on equity in programming and as an employer, the Corporation has enshrined the commitment in its corporate goals to ensure that programming meets corporate standards for the equitable portrayal of the four groups designated by legislation: women, aboriginal peoples, persons with disabilities and members of visible minorities.

The Office of Equitable Portrayal in Programming undertook a number of short term and long term activities during the 1993-94 fiscal year. The short term activities revolved around meetings with the media components to develop awareness, consultations with outside groups and individuals, and resolution of a number of complaints.

The long term activities involved development and circulation of a pamphlet to inform people inside and outside the CBC of the activities and existence of the Office of Equitable Portrayal and the publication of a newsletter on equity, both in portrayal and in employment.

The Office coordinated the publication and distribution of the content analysis of CBC prime time English Television programming done by Erin Research in the fall of 1992. The study showed, for the first time, an equitable participation of women reporters in the news.

(cont'd p. 74)




## MANAGEMENT AND STAFF (cont'd)

**Regular Staff**
*as of March 31, 1994*

| Occupations | Average Age | Women | Men | Total |
|---|---|---|---|---|
| Producers | 46 | 133 | 237 | 370 |
| Presentation | 41 | 463 | 722 | 1,185 |
| Technological | 42 | 182 | 2,688 | 2,870 |
| Design and Staging | 43 | 536 | 683 | 1,219 |
| Sales | 41 | 247 | 119 | 366 |
| Media Management | 48 | 71 | 189 | 260 |
| Financial | 43 | 119 | 146 | 265 |
| Human Resources | 45 | 80 | 49 | 129 |
| Engineering | 44 | 10 | 161 | 171 |
| Information Systems | 40 | 44 | 120 | 164 |
| Clerical – Production | 40 | 465 | 120 | 585 |
| – Operations/Distribution | 41 | 570 | 204 | 774 |
| – Administration | 38 | 142 | 41 | 183 |
| Other | 45 | 226 | 350 | 576 |
| **Total** | **42** | **3,288** | **5,829** | **9,117** |

**Legend:**

*Producers*—Conceive, organize and make radio and television programs.

*Presentation*—Are on air and direct support staff responsible for the production and distribution of programs.

*Technological*—Provide all of the technical needs for the operation, production and distribution of programs.

*Design and Staging*—Produce and set all of the scenic elements for television programs.

*Sales*—Market and sell the advertising availabilities on television. Market and sell programs to other media.

*Media Management*—Supervise, direct and advise on the production, operation and distribution of radio and television programming.

*Financial*—Administer and advise on the utilization of financial resources of the Corporation.

*Human Resources*—Manage, assist and improve the effectiveness of the human resources of the Corporation.

*Engineering*—Direct, improve and implement technical changes to the Corporation's capital equipment and acquisitions.

*Information Systems*—Operate, improve and implement the information systems requirements for the efficient operation of the Corporation.

*Clerical*—Perform all of the necessary daily functions required in the production, operation and distribution of radio and television programs, as well as the administration of the Corporation.

*Other*—Includes managers, specialists and professionals who support the business functions of the Corporation.



## MANAGEMENT AND STAFF (cont'd)

A similar analysis of CBC prime time French Television programming done by Professor André Caron in the fall of 1993 will soon be published and distributed. The analysis is expected to show that, for the first time, women reporters are almost equitably represented in the news.

The Office has also been working on a portrayal initiative for a regional television newsroom to develop ways and means of better reflecting their community in their daily news show. Such an initiative would be replicated in all regional TV newsrooms.

Finally, the Office developed a database of resource persons from designated groups who can be called upon to be interviewed on news or current affairs programs.

### EMPLOYEE COMMUNICATIONS

The CBC endeavours to regularly provide its employees with information regarding its activities; Employee Communications plays a critical role in promoting a two way flow of information between employees and managers at all levels of the Corporation. In 1993-94, the service drafted a survey on employee communications which was tested on focus groups in the regions and developed new vehicles to create a climate for open communications that will keep all employees informed in a timely fashion.

### BUSINESS AFFAIRS AND CORPORATE DEVELOPMENT

Business Affairs and Corporate Development was formed in 1993 in a move designed to strengthen the business building activities of the Corporation. The department's mission is to identify and exploit opportunities that, on the basis of sound analysis and projection, promise to create new revenue sources.

A key departmental initiative is the joint venture with Power Broadcasting Inc. to acquire, schedule and distribute primarily Canadian programming to audiences outside Canada. Starting in the fall of 1994, the venture will market two services—Trio, a drama, arts and journalism service and Newsworld International, an international version of the CBC Newsworld service—in the United States through the DirecTv direct broadcast satellite service.

During the year, the department pursued a number of business opportunities and strategic alliances. It played, for example, a central role in the negotiations regarding establishment of a CBC owned and operated station in New Brunswick; the resulting tri-partite agreement will enable CBC to finance the acquisition entirely from incremental revenues or cost savings. As well, the department was involved in the negotiations leading to and planning for the March 1994 CRTC public hearings on specialty channel applications.

### NATIONAL PAYMENT CENTRE

In line with Corporate objectives, particularly the use of modern technologies to reduce administrative costs, Finance and Administration implemented the National Payment Centre (NPC), a major re-engineering project begun in late 1992. Using modern workflow technologies and streamlined processes, the NPC consolidates payments for all the Corporation's accounts payable, travel settlements and payroll operations.

Because the NPC affected all major operating locations in CBC, it necessitated widespread cooperation among many different components. The project was installed in a nine month time frame, on budget, and due to the planning and commitment of all involved, no layoffs of permanent staff were required.




MANAGEMENT AND STAFF (cont'd)

The result is one of the most modern accounting units in North America, in terms of the technologies and processes involved. With a cost/benefit payback of some two years, major savings will be realized into the future. Since its implementation, representatives from many major corporations and government departments have visited the NPC to view this successful application of re-engineering principles.

## MANAGEMENT INFORMATION SYSTEMS

Management Information Systems (MIS) worked on more than 200 projects aimed at improving efficiency, reducing operating costs and supporting media operations. The following projects are typical of the department's efforts in this regard.

In order to maintain the Corporation's leadership role in election coverage, a new decentralized, bilingual computer system was developed for collecting, distributing and presenting election results. This system replaced an obsolete mainframe computer system which had been used for many years. The development and implementation of the new system was achieved in less than seven months by a team of 10 to 20 (at different stages) developers. The system was used for the 1993 federal election, and supported the production of 26 radio and 22 television programs on election night.

In the effort to achieve operating economies, the Corporation developed a long term program to reduce internal administrative costs. This program is predicated to achieve significant efficiencies through process re-engineering and the application of advanced technology to business procedures.

As part of this program, CBC Human Resources initiated a major project, Totally Integrated Personnel and Payroll System (TIPPS), designed to re-engineer the Corporation's payroll and personnel information systems. To support this and similar initiatives, MIS has begun installation of a new wide area and local area data communication network throughout the Corporation.

As well, during 1993-94, MIS began a pilot project with Beyond Mail, an advanced electronic mail system which supports electronic forms, workflow and electronic authorization. This electronic mail system will, it is expected, provide the infrastructure to support a wide range of re-engineered and more efficient business processes for the Corporation in the years ahead.

## OMBUDSMAN

Between April 1, 1993 and March 31, 1994, CBC's Office of the Ombudsman (English and French Services combined) handled a total of 304 complaints, expressions of concern and other communications. Of these, 192 related to CBC English programming and 112 to CBC French programming. This compared with a total of 533 files dealt with in the previous year. Communications relating to English language broadcasts were again more numerous than those relating to French language broadcasts but the gap between the two was much narrower than in previous years, largely due to efforts by the French language Ombudsman to make people better aware of the existence of his Office, especially through a promotional campaign on radio and television.



## MANAGEMENT AND STAFF (cont'd)

Excluding communications which did not relate to CBC journalistic programming and which were acknowledged and referred to the appropriate senior officer, a total of 218 (137 English, 81 French) files fell within the mandate of the Office of the Ombudsman.

In all such cases, receipt of the complaint was acknowledged by the Office of the Ombudsman and program staff and management were given the first opportunity to respond to the complaint received. In most such instances, program staff or managers did reply directly to the complainant and included with their response a reminder that if the complainant remained dissatisfied, the matter could be referred for independent review to the Office of the Ombudsman. In some of these cases, the reply to the complainant from program staff or management actually acknowledged an error or a departure from policy and no further correspondence was required on that file. There remain, however, a number of files where there is no record of an initial response having been sent by program staff or their supervisors.

The Office of the Ombudsman also received further direct communications in a number of cases from complainants who, having read or heard the response from program staff, remained dissatisfied. In all of these cases, the Office of the Ombudsman, as called for under its mandate, conducted independent reviews and communicated the findings and the reasons for those findings both to the complainants and to the staff and management directly concerned.

### RIGHTS ADMINISTRATION

Copyright and neighbouring rights are increasingly active fields of endeavour in Canada and around the world. Propelled in part by the explosion of new markets and new technologies, there is a growing awareness of the value of intellectual property. Existing rights are being extended. New rights are being demanded and sanctioned. New legislation, tribunal decisions, court cases, contractual practices, and international accords are recasting the rights picture every month. This evolution will result in more costs, but also in more revenue opportunities for the CBC.

Rights Administration continued to ensure that the Corporation obtain maximum value from its rights-related transactions. It prepared, applied, and monitored policies and procedures affecting rights, and administered corporate level rights administration to encourage best practices and consistent procedures. It defended and exploited CBC owned rights, and attempted to retain rights in co-created works and to control the cost of rights in acquired works.

The newly enacted Audio Home Recording Act of 1992 will generate royalties from home taping on digital media in the United States. Rights Administration is moving to protect CBC producers' rights in its audio products and to claim its share of this growing fund.



## MANAGEMENT AND STAFF (cont'd)

### ARCHIVES

On October 25, 1993, CBC President Gérard Veilleux and the National Archivist of Canada, Jean-Pierre Wallot, signed an archival agreement re-confirming the commitment of the CBC and the National Archives to preserve and make accessible CBC records of national historic significance.

On January 26, 1994, an agreement was completed with Carleton University for the deposit of CBC Newsworld programming at the Carleton University Library. This arrangement makes CBC Newsworld programming available for consultation and research on the premises of Carleton University, continuously from September 1992.

The CBC supported archival projects with Memorial University of Newfoundland Folklore and Language Archives, Provincial Archives of Newfoundland and Labrador, Public Archives of Nova Scotia, Provincial Archives and Prince of Wales Northern Heritage Centre in Yellowknife for the preservation and public accessibility of CBC regional archival records.

Film inspection and selection projects within the French and English Television networks in Montreal and Toronto improved accessibility to past television programming. Footage believed lost was located and film in various stages of deterioration has been found and identified. These projects will eliminate redundant and duplicate film holdings, thereby making future re-use more efficient and less costly.

### ENVIRONMENTAL CONCERNS

CBC can proudly say that it was environmentally conscious long before the introduction of the 1988 Canadian Environment Protection Act. In fact, since 1976, CBC has been active in the areas of energy conservation and management.

In the area of waste management, CBC conducted an environmental audit in 1993 with the objectives of assessing both workplace environmental programs and operations in terms of state-of-the-art environmental management practices. From this audit were generated programs to further encourage the 5 Rs (Rethink, Refuse, Reduce, Re-use and Recycle) of waste management.

"Green" office practices have been promoted and are gaining wide acceptance. As an example, all CBC locations now use recycled paper in nearly all printed forms, letterhead, envelopes and photocopy paper. Also, throughout the Corporation, waste paper is collected for recycling, and three million fewer sheets of stock tab were purchased last year. As well, the CBC's purchase specifications now incorporate the purchase of biodegradable building maintenance chemicals.

All CBC locations are strongly encouraged to pursue actions that will promote a healthier environment and reduce waste.





*Mainstreet*





*Ce Soir Ontario Outaouais*





*Let the Peoples Sing*



# CBC AND THE PUBLIC

## COMMUNITY INVOLVEMENT

It is the singular role of local CBC stations to remain close to the people who use and pay for the service, to respond to their concerns, to join in celebrating their successes and to reflect their stories and interests. Regional stations fulfilled this role well during the past year by actively participating in a myriad of community events. Involvement ranged from sponsoring cultural and sports activities to raising funds for local charities.

For example, the CBC, both solely and cooperatively, sponsored and supported many events through special activities and programs. Events included the Stratford Festival, the Atlantic Film Festival, the Kiwanis Music Festival, Le Franco in Ottawa, the International Fireworks Competition in Montreal, the Calgary Stampede, the Festival du voyageur in Manitoba, the Charlottetown Winter Carnival and Black History Month, to name a few. CBC also participated in two new events—the Newfoundland International Irish Festival in St. John's and Les Médiévales in Quebec City.

CBC showcased young artists through a variety of musical contests and competitions—the *Gala interprovincial de la chanson* in British Columbia, the annual *Ontario Pop* contest, the *East Coast Music Awards*, the first *Easter Seals Telethon Theme Song Contest* in Charlottetown and the *Let the Peoples Sing* competition held in Vancouver, the first time that the event took place outside Europe.

Throughout the country, CBC helped raise thousands of dollars in donations and volunteer hours for local charities and organizations. In some instances, goals were surpassed. In Vancouver, Timmy's Christmas Telethon raised $5 million. More than one million hours of volunteer time were pledged in the Alberta Volunteer-a-thon, double the amount raised in the previous year, and volunteers from CBC in Montreal collected the equivalent of 30 truck loads of food for a local youth organization.

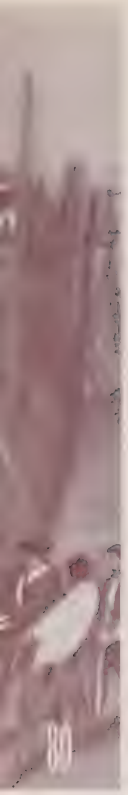
Regional stations also reflected the interests of their respective communities through public concerts and local festivals; on-location broadcasts; productions of special programs and campaigns; audience interviews, surveys and focus groups; food, clothing and toy collections; cooperative education programs for university, community college and high school students; and workshops and seminars for aspiring and seasoned writers, actors and technicians.

Tours, displays, demonstrations, entertainment, cake and congratulations were in evidence when several stations celebrated special broadcasting anniversaries—Regina Broadcast Centre, 10 years; Dartmouth, 23 years of *Information Morning*; and CBC Moncton, 25 years. Trilingual invitations were sent out to celebrate CBC Western Arctic in Inuvik's 30th anniversary. An exhibit to celebrate the 40th anniversary of CBC Television in Ottawa was a hit with visitors at the Central Canada Exhibition. CBG Gander, CBY Corner Brook and CFGB Happy Valley/Goose Bay topped off the celebrations by publishing a souvenir booklet to celebrate their 50th anniversary.

## EXTERNAL COMMUNICATIONS

English Services continued to promote their programs through the GO PUBLIC campaign, launched in spring 1993 to serve television, and expanded in the fall of 1993 to include radio titles. In the second phase of the campaign, members of the Canadian public were given the opportunity to "go public" in support of their favourite programs. Emphasis was also placed on national promotions for radio, including campaigns on CBC Television throughout the year for the English Radio and Stereo services and their major programs.

An innovation in English regional promotion was a pilot project to develop co-ordinated campaigns for supper hour television news shows across the country. Regional Communications staged a co-ordinated campaign for morning radio shows which was highly successful.



## CBC AND THE PUBLIC (cont'd)

English Services communicated with its public in record numbers: across the country, more than 160,000 audience telephone enquiries and 20,000 letters were answered and in downtown Toronto, some 15,000 members of the public were taken on guided tours of the new Broadcasting Centre.

In 1993-94, French Services dealt with over 93,000 phone calls and 3,000 letters from audience members wishing to express their comments on programming or requesting information. Some 6,000 visitors came to call and 53,000 people made up studio audiences for a number of programs.

Both French and English Services collaborated closely in ventures such as the Governor General's Awards for the Performing Arts, and in publicity campaigns built around the showing of programs such as *North of 60* and *Northwood*, and series such as *Blanche*, *Scoop* and *The Boys of St. Vincent*.

In line with the increasingly common practice among broadcasters of "branding" their networks with logos to increase awareness and prevent unauthorised re-transmission of programming, this year CBC and SRC began supering the network logo in transparent form during live sports and news programming and for a short period after all breaks. The CBC logo provides a visual "street address" for the public to easily locate CBC/SRC Television in the increasingly crowded broadcast environment.

### GOVERNMENT AND EXTERNAL RELATIONS

The Government and External Relations section has been established as the point of contact in the Corporation for elected and government officials, as well as national associations and groups.

Following the October federal election, initiatives were undertaken to brief new MPs and new Committee members and mechanisms were put in place to help provide ongoing, thorough and timely information to members of government at all levels and their staff.

The Government and External Relations section also monitored the activities of major organizations and associations dealing with the CBC.

In addition, special screenings were provided to various groups and associations on programs of special interest to them.

### CLOSED CAPTIONING

Together the CBC's English and French television networks provided some 5,000 hours of closed captioned programs this past year.

English television carried approximately 60 hours a week of captioned programs. This year, *Midday* was added to the list of programs regularly captioned. As well, thanks to corporate sponsorship, captioning was added to *Lynette Jennings Home* as well as to one weekly Saturday night regular season NHL hockey game. (Major NHL playoff games were captioned prior to 1993-94.)

On the French side, captioning was included in more than 2,000 hours of programming, most of it originating in Canada. This represents about one-third of the overall schedule. This year, the Mediatex real-time captioning technology continued to demonstrate its worth—both for live coverage of events such as the fall federal general election, and for recorded programs such as *Le Point* and *À tout prix*.



# SENIOR OFFICERS OF THE CBC

(As of March 31, 1994)

**President and Chief Executive Officer**
Anthony S. Manera

**Vice-President, Media Accountability**
Donna Logan

**Vice-President, Internal Audit**
Robert Hertzog

**Ombudsman**
William Morgan, English Services
Mario Cardinal, French Services

**Senior Vice-Presidents**
Television Services (Vacant)

Michael McEwen
Radio Services

Resource Management and Administration
(Vacant)

**Operational Vice-Presidents**
Jim Byrd
English Television Networks

Tim Kotcheff
News, Current Affairs and Newsworld

Paul Saint-Pierre (Acting)
French Television

Harold Redekopp
English Radio

Marcel Pépin
French Radio

Donna Logan
Regional Broadcasting Operations
Alain Pineau
Associate Vice-President

**Functional Vice-Presidents**
Brian D. Baldry
Engineering

Stephen Cotsman
Finance and Administration

Gerald Flaherty, QC
General Counsel and Corporate Secretary
Peter E. Robinson
Associate General Counsel

Charles Gendron
Human Resources

Robert Pattillo
Communications and Public Affairs

Sheridan Scott
Planning and Regulatory Affairs

John Shewbridge
Business Affairs and Corporate Development

**Radio Canada International**
Terry Hargreaves
Executive Director

**Management Information Systems**
Michael A. Hughes
Executive Director

**Regional Directors**
Ron Crocker
English Services, Newfoundland

Claude Bourque
French Services, Atlantic Provinces

Bill Donovan
English Services, Maritimes

Nicole Bélanger
English Services, Quebec Region

Jacques-D. Landry
French Services, Quebec City and Eastern Quebec Region

Norm Bolen
English Services, Ontario

Pierre Racicot
French Services, Ontario-Outaouais

Marvin Terhoch
English Services, Manitoba

Gilbert Tellaine
French Services, Manitoba

Brian Cousins
English Services, Saskatchewan

Lionel Bonneville
French Services, Saskatchewan

Ron Smith
English Services, Alberta

Denis Lord
French Services, Alberta

John H. Kennedy
English Services, British Columbia

Pauline Sincennes
French Services, British Columbia

Marie Wilson
CBC North

**Directors of Foreign Offices**
Jean-Louis Arcand, U.S.A.
Jack Craine, London
Antonin Boisvert, Paris



# CORPORATE GOALS 1994-1995

## PROGRAMMING EXCELLENCE

- Ensure that CBC radio and television services present high quality, distinctively Canadian programming and schedules designed to meet the needs of contemporary audiences and the challenges of the broadcasting environment.
- Position CBC radio and television services as the major broadcast contributor to shared national consciousness and identity through cross-cultural, multicultural, multiracial and inter-regional programming. In particular, ensure that programming meets corporate standards for the equitable portrayal of the four groups designated by legislation: women, aboriginal peoples, persons with disabilities and members of visible minorities.
- Ensure that Canadians see and hear their regional realities and values reflected on CBC services.
- Ensure that CBC journalism is, and is perceived to be, of the highest possible quality and fully accountable to its audiences.
- Operate all services in a manner that complements the contributions of the private and other public elements of the broadcasting system. For example:
  - Play a leading role in the introduction of new domestic television and radio services, with a priority on the introduction of a French language equivalent to CBC Newsworld;
  - Where there are sound public policy reasons for doing so, participate, as appropriate, with other private and public elements of the broadcasting system in the development of new services;
  - Take the lead in exporting Canadian culture and developing new Canadian programming through the establishment of joint public/private sector programming services to North America and other areas of the world; and,
  - Actively pursue alternative funding sources to supplement the parliamentary appropriation.

## MANAGEMENT EXCELLENCE

- Consistent with good management practices, ensure that the maximum possible value is obtained from the use of CBC's financial resources in terms of activities that can be seen and heard by television and radio audiences.
- Ensure that new technologies are fully exploited to increase the efficiency of CBC program operations, administrative processes and management.
- Ensure that CBC's human resources work as a team in the pursuit of programming and management excellence.
- Ensure that staff and managers receive the training needed to run the CBC of the future.
- Ensure that CBC policies for equity in employment are being met.
- Improve the real and perceived value of CBC to Canadians by better defining and promoting the Corporation and its services.

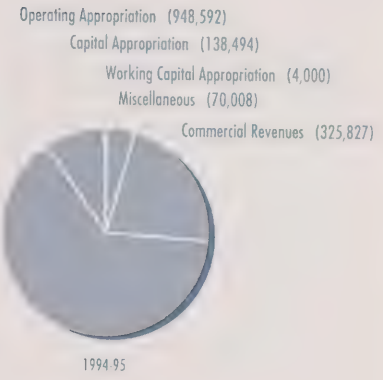


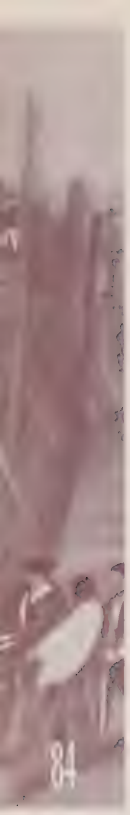

# CORPORATE FUNDING

The planning cycle of the Corporation begins with the Corporate Plan which is submitted to Treasury Board in October each year. After consideration of the Corporate Plan, and in accordance with government budgetary guidelines, Treasury Board makes its funding decisions for the next fiscal year and publishes the approved budget in the Main Estimates. Internal budget allocations are then made, in line with Corporate priorities and available funds. Over the course of the fiscal year, adjustments may be made to the Corporation's budget level, either for supplementary funding decisions or for expenditure reduction programs announced by the government.

The Corporation's budget includes commercial and miscellaneous revenue. Many factors influence this revenue achievement including viewing levels of CBC programs, the economy and competition from alternative advertising and promotional services. Any shift in these factors can alter the financial position of the Corporation.

**CBC Resources 1994-95**
(thousands of dollars)





# APPENDIX 1

## FUNCTION OF THE BOARD OF DIRECTORS

The Board of Directors consists of 15 Directors, including the Chairperson and the President. All are appointed by the Governor in Council. (See *Board of Directors 1993-1994*, p.6)

The Board of Directors meets approximately eight times per year in different parts of the country. In order to conduct its work in the most efficient manner, the Board has established a number of committees:

- **EXECUTIVE COMMITTEE**

  ***Mandate***

  - To review the proposed Board agenda.
  - To deal with urgent issues which cannot wait for the next regular Board meeting.
  - To deal with matters delegated to it by the Board.

- **AUDIT COMMITTEE**

  ***Mandate***

  - To review and advise the Board with respect to the on-going financial statements and the annual auditor's report of the Corporation.
  - To carry out other duties as per Section 69 of the Broadcasting Act and By-law 6.

- **FINANCE AND PLANNING COMMITTEE**

  ***Mandate***

  - To review and advise on corporate budgets, capital budget allocations, general management policies, commercial advertising revenues and planning issues.

- **HUMAN RESOURCE POLICY COMMITTEE**

  ***Mandate***

  - To advise the Board on human resource policies and industrial relations strategies and review regular information reports (e.g., Workforce Report)

- **STANDING COMMITTEES ON ENGLISH AND FRENCH LANGUAGE BROADCASTING**

  ***Mandate***

  - To review the schedules of English and French Radio and Television.
  - To review the annual report of the Ombudsman.
  - To review the application of journalistic policies.
  - To review licence renewal applications to the CRTC.
  - To deal with any other matter referred to it by the Board.

- **COMMUNICATIONS COMMITTEE**

  ***Mandate***

  - To review strategies and plans for the Corporation's internal and external communications.

- **NOMINATING COMMITTEE**

  ***Mandate***

  - To make recommendations on the nomination of Board members to the various committees of the Board.




# APPENDIX 2

## SENIOR CORPORATE COMMITTEES

The Senior Corporate Committee structure is designed to facilitate the overall management of the CBC through effective decision making and information sharing. All Senior Corporate Committees are advisory to the President.

### CORPORATE STEERING COMMITTEE

***Mandate***

- To review issues of a corporate nature and to recommend appropriate action to the President, including the assignment of work for the orderly implementation of decisions taken by the Board of Directors and the President and CEO.

### MEDIA COMMITTEE

***Mandate***

The Media Committee provides leadership and direction, in order to ensure that the President's goals and objectives are achieved.

It advises the President on strategic matters and initiates operational actions, as required, to:

- increase the availability of distinctive public television to Canadian audiences and maintain the quality and distinctiveness of the radio services;
- offer programming that will strengthen Canadians' sense of their own cultural identity;
- ensure that the CBC provides high quality journalism, that it is accountable to the public it serves, and that it is able to demonstrate it; and,
- ensure that the CBC is an efficiently run Corporation with a competent management team and a well motivated workforce.

In order to achieve the afore-mentioned, the Media Committee promotes excellence in programming, by:

- harmonizing media objectives with one another, and with the corporate objectives;
- ensuring that cross-cultural programming and cross-media initiatives are at the centre of all media components' priorities;
- developing and implementing program and journalistic policies, as required;
- ensuring that all programming initiatives are carried out as efficiently and as effectively as possible; and,
- improving and maintaining internal and external relations, to develop and nurture a commitment to corporate values.

### PLANNING AND ALLOCATION COMMITTEE

***Mandate***

The Planning and Allocation Committee (PAC) is responsible to the President for making decisions relating to corporate objectives, priority setting and evaluation, coordination of corporate operational plans, and financial allocations (operating and capital) to meet approved objectives and plans.

To discharge its mandate, PAC:

- reviews corporate objectives for the upcoming year;
- reviews operating/staff objectives;



**APPENDIX 2 (cont'd)**

- reconciles objectives with Treasury Board reference levels and recommends financial targets for all areas;
- reviews Main Estimates;
- monitors and reviews any operational problems arising from planning cycles;
- receives and reviews annual planning book submissions from operating and staff areas;
- prepares resource allocations;
- reviews and confirms budget allocation - current year;
- reviews and approves capital targets and priorities;
- reviews Capital Budget and four year forecast for consolidation in the Main Estimates;
- reviews and recommends to the President the Multi-Year Operational Plan (MYOPS), both operating and capital;
- evaluates corporate performance against approved objectives; and,
- other such matters as the President may refer to it from time to time.

**MANAGEMENT EXECUTIVE COMMITTEE**

***Mandate***

- To serve as a forum for the discussion of corporate strategies and operational matters.
- To share information about current and emerging issues of importance to the Corporation.
- To maintain and improve external relations.

**SENIOR MANAGEMENT FORUM**

***Mandate***

- To serve as a communications vehicle for the Corporation's senior management on matters of corporate significance.
- To develop and nurture a commitment to corporate values.



# APPENDIX 3

## CBC OWNED AND AFFILIATED STATIONS

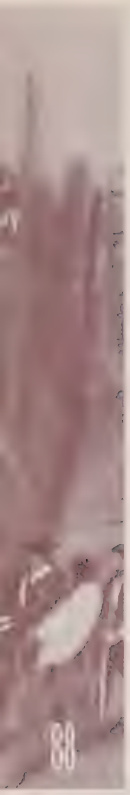
(As of March 31, 1994)

### CBC ENGLISH TELEVISION

| | Channel |
|---|---|
| ***NEWFOUNDLAND*** | |
| **CBC owned station** | |
| St. John's | CBNT 8 |
| ***PRINCE EDWARD ISLAND*** | |
| **CBC owned station** | |
| Charlottetown | CBCT 13 |
| ***NOVA SCOTIA*** | |
| **CBC owned station** | |
| Halifax | CBHT 3 |
| ***NEW BRUNSWICK*** | |
| **Private affiliated station** | |
| Saint John | CHSJ-TV 4 |
| ***QUEBEC*** | |
| ***CBC owned station*** | |
| Montreal | CBMT 6 |
| **Private affiliated station** | |
| Quebec | CKMI-TV 5 |
| ***ONTARIO*** | |
| ***CBC owned stations*** | |
| Ottawa | CBOT 4 |
| Toronto | CBLT 5 |
| **Private affiliated stations** | |
| Barrie | CKVR-TV 3 |
| Kingston | CKWS-TV 11 |
| North Bay | CHNB-TV 4 |
| Peterborough | CHEX-TV 12 |
| Sault Ste. Marie | CJIC-TV 5 |
| Sudbury | CKNC-TV 9 |
| Thunder Bay | CKPR-TV 2 |
| Timmins | CFCL-TV 6 |

### CBC ENGLISH TELEVISION (cont'd)

| | Channel |
|---|---|
| ***MANITOBA*** | |
| **CBC owned station** | |
| Winnipeg | CBWT 6 |
| **Private affiliated station** | |
| Brandon | CKX-TV 5 |
| ***SASKATCHEWAN*** | |
| **CBC owned station** | |
| Regina | CBKT 9 |
| **Private affiliated stations** | |
| Prince Albert | CKBI-TV 5 |
| Swift Current | CJFB-TV 5 |
| Yorkton | CKOS-TV 5 |
| ***ALBERTA*** | |
| **CBC owned station** | |
| Edmonton | CBXT 5 |
| **Private affiliated stations** | |
| Lloydminster | CKSA-TV 2 |
| Medicine Hat | CHAT-TV 6 |
| Red Deer | CKRD-TV 6 |
| ***BRITISH COLUMBIA*** | |
| **CBC owned station** | |
| Vancouver | CBUT 2 |
| **Private affiliated stations** | |
| Dawson Creek | CJDC-TV 5 |
| Kamloops | CFJC-TV 4 |
| Kelowna | CHBC-TV 2 |
| Prince George | CKPG-TV 2 |
| Terrace | CFTK-TV 3 |
| ***NORTHWEST TERRITORIES*** | |
| **CBC owned station** | |
| Yellowknife | CFYK-TV 8 |



APPENDIX 3 (cont'd)

## CBC FRENCH TELEVISION

| | Channel |
|---|---|
| ***NEW BRUNSWICK*** | |
| **CBC owned station** | |
| Moncton | CBAFT 11 |
| ***QUEBEC*** | |
| **CBC owned stations** | |
| Montreal | CBFT 2 |
| Quebec | CBVT 11 |
| **Private affiliated stations** | |
| Jonquière | CKRS-TV 12 |
| Rivière-du-Loup | CKRT-TV 7 |
| Rouyn | CKRN-TV 4 |
| Sherbrooke | CKSH-TV 9 |
| Trois-Rivières | CKTM-TV 13 |
| ***ONTARIO*** | |
| **CBC owned station** | |
| Ottawa | CBOFT 9 |
| ***MANITOBA*** | |
| **CBC owned station** | |
| Winnipeg | CBWFT 3 |
| ***SASKATCHEWAN*** | |
| **CBC owned station** | |
| Regina | CBKFT 13 |
| ***ALBERTA*** | |
| **CBC owned station** | |
| Edmonton | CBXFT 11 |
| ***BRITISH COLUMBIA*** | |
| **CBC owned station** | |
| Vancouver | CBUFT 26 |

## CBC ENGLISH RADIO

| | Frequency |
|---|---|
| ***NEWFOUNDLAND*** | |
| **CBC owned stations** | |
| Corner Brook | CBY 990 KHZ |
| Gander | CBG 1400 KHZ |
| Goose Bay | CFGB-FM 89.5 MHZ |
| Grand Falls | CBT 540 KHZ |
| St. John's | CBN 640 KHZ |
| ***PRINCE EDWARD ISLAND*** | |
| **CBC owned station** | |
| Charlottetown | CBCT-FM 96.1 MHZ |
| ***NOVA SCOTIA*** | |
| **CBC owned stations** | |
| Halifax | CBHA-FM 90.5 MHZ |
| Sydney | CBI 1140 KHZ |
| ***NEW BRUNSWICK*** | |
| **CBC owned stations** | |
| Fredericton | CBZ 970 KHZ |
| Saint John | CBD-FM 91.3 MHZ |
| Moncton | CBA 1070 KHZ |
| **Private affiliated station** | |
| Woodstock | CJCJ 920 KHZ |
| ***QUEBEC*** | |
| **CBC owned stations** | |
| Montreal | CBM 940 KHZ |
| Quebec | CBVE-FM 104.7 MHZ |
| ***ONTARIO*** | |
| **CBC owned stations** | |
| Ottawa | CBO-FM 91.5 MHZ |
| Sudbury | CBCS-FM 99.9 MHZ |
| Thunder Bay | CBQT-FM 88.3 MHZ |
| Toronto | CBL 740 KHZ |
| Windsor | CBE 1550 KHZ |
| **Private affiliated stations** | |
| Kirkland Lake | CJKL 560 KHZ |
| New Liskeard | CJTT 1230 KHZ |



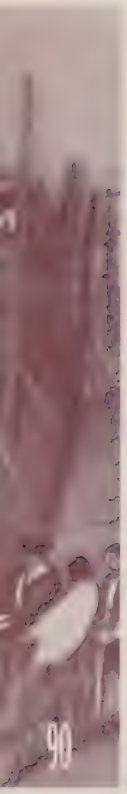
## APPENDIX 3 (cont'd)

### CBC ENGLISH RADIO (cont'd)

| | Frequency |
|---|---|
| ***MANITOBA*** | |
| **CBC owned stations** | |
| Thompson | CBWK-FM 100.9 MHZ |
| Winnipeg | CBW 990 KHZ |
| ***SASKATCHEWAN*** | |
| **CBC owned stations** | |
| La Ronge | CBKA-FM 105.9 MHZ |
| Regina | CBK 540 KHZ |
| ***ALBERTA*** | |
| **CBC owned stations** | |
| Calgary | CBR 1010 KHZ |
| Edmonton | CBX 740 KHZ |
| ***BRITISH COLUMBIA*** | |
| **CBC owned stations** | |
| Kelowna | CBTK-FM 88.9 MHZ |
| Prince George | CBYG-FM 91.5 MHZ |
| Prince Rupert | CFPR 860 KHZ |
| Vancouver | CBU 690 KHZ |
| **Private affiliated station** | |
| Powell River | CHQB 1280 KHZ |
| ***YUKON*** | |
| **CBC owned station** | |
| Whitehorse | CFWH 570 KHZ |
| ***NORTHWEST TERRITORIES*** | |
| **CBC owned stations** | |
| Inuvik | CHAK 860 KHZ |
| Iqaluit | CFFB 1230 KHZ |
| Rankin Inlet | CBQR-FM 105.1 MHZ |
| Yellowknife | CFYK 1340 KHZ |

### CBC FRENCH RADIO

| | Frequency |
|---|---|
| ***NOVA SCOTIA*** | |
| **CBC owned station** | |
| Halifax | CBAF-FM-5 92.3 MHZ |
| ***NEW BRUNSWICK*** | |
| **CBC owned station** | |
| Moncton | CBAF-FM 88.5 MHZ |
| ***QUEBEC*** | |
| **CBC owned stations** | |
| Chicoutimi | CBJ 1580 KHZ |
| Matane | CBGA 1250 KHZ |
| Montreal | CBF 690 KHZ |
| Quebec | CBV 980 KHZ |
| Rimouski | CJBR 900 KHZ |
| Sept-Îles | CBSI-FM 98.1 MHZ |
| **Private affiliated stations** | |
| La Tuque | CFLM 1240 KHZ |
| Rouyn-Noranda | CHLM-FM 90.7 MHZ |
| Ville-Marie | CKVM 710 KHZ |
| ***ONTARIO*** | |
| **CBC owned stations** | |
| Ottawa | CBOF-FM 90.7 MHZ |
| Sudbury | CBON-FM 98.1 MHZ |
| Toronto | CJBC 860 KHZ |
| Windsor | CBEF 540 KHZ |
| ***MANITOBA*** | |
| **CBC owned station** | |
| St. Boniface | CKSB 1050 KHZ |
| ***SASKATCHEWAN*** | |
| **CBC owned station** | |
| Regina | CBKF-FM 97.7 MHZ |
| ***ALBERTA*** | |
| **CBC owned station** | |
| Edmonton | CHFA 680 KHZ |
| ***BRITISH COLUMBIA*** | |
| **CBC owned station** | |
| Vancouver | CBUF-FM 97.7 MHZ |



## APPENDIX 3 (cont'd)

### CBC ENGLISH FM STEREO

| | Frequency |
|---|---|
| ***NEWFOUNDLAND*** | |
| **CBC owned station** | |
| St. John's | CBN-FM 106.9 MHZ |
| ***NOVA SCOTIA*** | |
| **CBC owned station** | |
| Halifax | CBH-FM 102.7 MHZ |
| ***QUEBEC*** | |
| **CBC owned station** | |
| Montreal | CBM-FM 93.5 MHZ |
| ***ONTARIO*** | |
| **CBC owned stations** | |
| Ottawa | CBOQ-FM 103.3 MHZ |
| Toronto | CBL-FM 94.1 MHZ |
| ***MANITOBA*** | |
| **CBC owned station** | |
| Winnipeg | CBW-FM 98.3 MHZ |
| ***SASKATCHEWAN*** | |
| **CBC owned station** | |
| Regina | CBK-FM 96.9 MHZ |
| ***ALBERTA*** | |
| **CBC owned stations** | |
| Calgary | CBR-FM 102.1 MHZ |
| Edmonton | CBX-FM 90.9 MHZ |
| ***BRITISH COLUMBIA*** | |
| **CBC owned station** | |
| Vancouver | CBU-FM 105.7 MHZ |

### CBC FRENCH FM STEREO

| | Frequency |
|---|---|
| ***NEW BRUNSWICK*** | |
| **CBC owned station** | |
| Moncton | CBAL-FM 98.3 MHZ |
| ***QUEBEC*** | |
| **CBC owned stations** | |
| Chicoutimi | CBJ-FM 100.9 MHZ |
| Montreal | CBF-FM 100.7 MHZ |
| Quebec | CBV-FM 95.3 MHZ |
| Rimouski | CJBR-FM 101.5 MHZ |
| ***ONTARIO*** | |
| **CBC owned stations** | |
| Ottawa | CBOX-FM 102.5 MHZ |
| Toronto | CJBC-FM 90.3 MHZ |

# FINANCIAL REPORT

1993 - 1994





# INTRODUCTION

As per the Broadcasting Act, the Corporation prepares its financial statements using generally accepted accounting principles (GAAP) whereby all income and expense items are recorded on an accrual basis.

Revenues within the Statement of Income and Expense include parliamentary operating appropriations and self generated revenue which provide the source of current operating funds. In order to meet GAAP requirements, expenditures include items which are not a demand on current operating funds (i.e. termination benefits earned by the employees but only payable in the future) and amortization expense related to the Corporation's capital assets. The capital assets are acquired through a parliamentary capital appropriation which is not recorded as income but is credited directly to Proprietor's Equity as prescribed in the Broadcasting Act. The recording of the amortization expense and other expenses not requiring current operating funds is the primary reason that the Corporation reports an excess of expense over income on the Statement of Income and Expense.

The Corporation manages its operations on a government funding basis whereby actual expenditures requiring current operating funds are the essential measure of the Corporation's financial operating requirements for the year. The Statement of Income and Expense is therefore expanded to show the Reconciliation to the Government Funding Basis which adjusts for those items included in Income and Expense which do not require current operating funds. Results after the reconciliation indicate that at the end of the fiscal year 1993-94, the Corporation had a minimal increase of $14.7 million or 1.1% in total items requiring operating funds and finished the year with a current year surplus of $2.8 million.

| | 93-94 | 92-93 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | *$* | *%* |
| Total income | **1,329.1** | 1,331.9 | | |
| Less: Capital related items | **(1.7)** | 0.5 | | |
| Non-cash item | **—** | (2.2) | | |
| Total operating income | **1,327.4** | **1,330.2** | **(2.8)** | **(0.2)** |
| Total expense after taxes | **1,481.5** | 1,408.3 | | |
| Less: Items not requiring operating funds | **(178.6)** | (98.4) | | |
| Add: Items expensed in previous years requiring operating funds | **21.7** | — | | |
| Total items requiring current operating funds | **1,324.6** | **1,309.9** | **14.7** | **1.1** |
| Surplus for the year | **2.8** | 20.3 | | |
| Surplus (deficit) beginning of year | **19.2** | (1.1) | | |
| Surplus, end of year | **22.0** | **19.2** | | |




# FINANCIAL OVERVIEW

## FOREWORD

During the year ended March 31, 1994 the Corporation continued to temporarily suspend its contributions to the CBC pension fund as approved by the Board of Directors and initiated in January 1993. The cumulative pension contribution holiday will reduce the December 1991 actuarial surplus by an amount not to exceed $96.0 million. Results of this action allowed the Corporation to balance its financial position.

Total income, comprised of parliamentary operating appropriations, net advertising and other revenues was $1,329.1 million which includes $1.7 million for capital related items.

Total operating expense after taxes was $1,481.5 million which includes an amount of $178.6 million relating to expenditures, such as amortization, which do not require current operating funds. When combined with items totalling $21.7 million expensed in previous years, the total items requiring operating funds were $1,324.6 million in 1993-94 as compared to $1,309.9 million the previous year for an increase of $14.7 million or 1.1%.

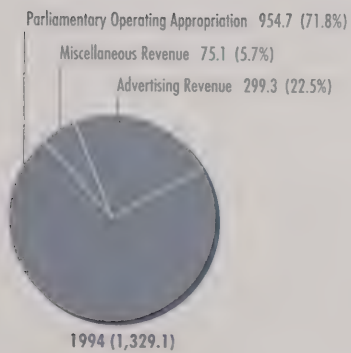
The net result on the current year's operating funds was a minimal surplus of $2.8 million which when combined with the previous year's surplus of $19.2 million provides for a planned end of year accumulated surplus of $22.0 million to be carried forward into the 1994-95 fiscal period. Of the total accumulated surplus carried forward, $1.7 million relates to the accumulated excess incremental revenues over incremental costs earned by CBC Newsworld to be used to enhance its service and the balance of $20.3 million is carried forward in order to assist the Corporation with projected funding deficiencies.

## INCOME

Total income for 1993-94 was $1,329.1 million, a decrease of $2.8 million or 0.2% from the previous year's total of $1,331.9 million. Included in total income was an amount of $1.7 million related to capital items and the balance of $1,327.4 million relates to operating funds.

The 1993-94 parliamentary operating appropriations totalled $954.7 million which includes a transfer from the capital appropriation of $8.7 million. The 1992-93 total parliamentary operating appropriations of $959.1 million included a one-time assistance of $40.6 million to fund the Corporation's shortfall. In total, the Parliamentary operating appropriation reflects a decrease of $4.4 million or 0.5%.

**Income**
For the years ended March 31
(millions of dollars)








## FINANCIAL OVERVIEW (cont'd)

The 1994-95 main estimates report the Corporation's operating appropriations to be $948.6 million. Funding adjustments may take place during the course of the year.

The Government has announced that the CBC's appropriations will be reduced by an amount of $50 million in the 1996-97 fiscal year, and by a further $50 million in 1997-98 for an ongoing amount of $100 million. It has also indicated that no further reductions will be imposed over the 5 year period commencing in 1994-95. In addition, the Minister of Canadian Heritage has assured the Corporation that he will consult with his Cabinet colleagues, with the Corporation itself and with others in the broadcasting industry to identify other revenue generating mechanisms for the CBC.

Advertising revenue for 1993-94 was $299.3 million, including CBC Newsworld. This represents a decrease of $6.3 million (2.1%) from the previous year. The decrease is attributable to smaller audiences and the continued difficult economic climate faced by the television advertising industry in general.

The Corporation has undertaken several initiatives to address the current economic conditions and other uncertainties within the broadcasting industry, particularly involving the soon-to-be licensed specialty services. These initiatives include programming changes, the implementation of a second phase of a new commercial inventory system for the optimization of revenue, a new hockey contract and the acquisition of the rights to the 1996 Atlanta Olympics. Advertising revenue for 1994-95 is expected to show some benefit from these initiatives, with greater benefits expected in future years.

Miscellaneous revenue of $75.1 million, which includes Newsworld cable subscription revenues, land rental, production facilities rentals, interest on short-term investments, program sales, capital related and other items, was $7.9 million greater than the previous year. The increase is primarily attributed to increased CBC Newsworld cable subscription fees applicable for a full year versus three months in the previous year, partially offset by reduced land rent, program sales to the U.S. and interest on short-term investments. The Corporation is limited to short-term investments in government guaranteed instruments for which the mean return in 1993-94 was 4.4% as compared to 6.3% in 1992-93, 8.0% in 1991-92 and 12.1% in 1990-91. Economic forecasts indicate that the downward trend in interest rates should moderate in 1994-95.

### OPERATING EXPENSE

| | 93-94 | 92-93 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | *$* | *%* |
| Operating expense after taxes | **1,481.5** | 1,408.3 | 73.2 | 5.2 |
| Less: | | | | |
| Items not requiring operating funds | **178.6** | 98.4 | 80.2 | 81.5 |
| Operating expense requiring current operating funds | **1,302.9** | **1,309.9** | **(7.0)** | **(0.5)** |

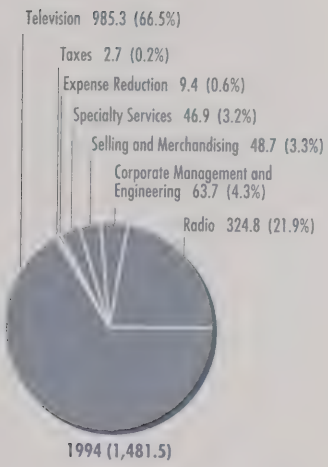
Total operating expense after taxes for 1993-94 was $1,481.5 million as compared to $1,408.3 million the previous year. Of the $73.2 million or 5.2% increase in operating expense, $42.7 million relates to television services, $17.4 million to radio services, $13.5 million to specialty services and $1.1 million to other activities. These increases were partially offset by a decrease of $1.3 million within the expense reduction programs and $0.2 million in Corporate management and engineering services. Income and large corporation taxes increased seventeen thousand dollars.

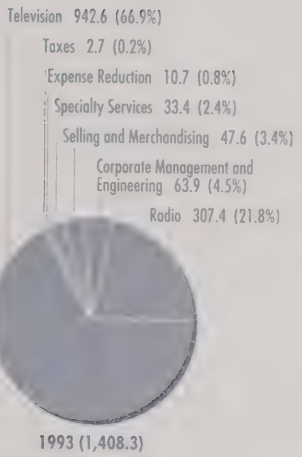
Expenditures not requiring current operating funds, such as amortization, totalled $178.6 million, an increase of $80.2 million from the previous year. The recorded increases were $47.4 million in amortization expense, $34.8 million attributed to the pension contribution holiday and $7.1 million to program inventories. The increases were partially offset




## FINANCIAL OVERVIEW (cont'd)

### Operating Expenditures
For the years ended March 31
(millions of dollars)




by reductions of $4.7 million in termination benefits/vacation pay and $4.4 million in interest expense related to the Canadian Broadcasting Centre accrual mortgage.

Current year expenditures requiring operating funds totalled $1,302.9 million, a decrease of $7.0 million or 0.5% from the previous year. Of this total decrease, $11.9 million related to television services, $3.6 million to corporate management and engineering services, $1.7 million to radio services, $1.7 million to expense reduction programs and $0.9 million to selling and merchandising. The decreases were partially offset by an increase of $12.8 million in specialty channels, primarily CBC Newsworld, which is funded by its own incremental revenues.

The Corporation's operating activities are directly related to parliamentary operating appropriations and self generated revenue. It is anticipated that expenses requiring operating funds in 1994-95 will remain static since the initial parliamentary operating appropriations reflect a minor decrease and advertising and miscellaneous revenues are not expected to increase.

### TELEVISION SERVICES

| | 93-94 | 92-93 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | *$* | *%* |
| Total operating expense | **985.3** | 942.6 | 42.7 | 4.5 |
| Less: | | | | |
| Items not requiring operating funds | **122.5** | 67.9 | 54.6 | 80.4 |
| Total television services requiring current operating funds | **862.8** | **874.7** | **(11.9)** | **(1.4)** |

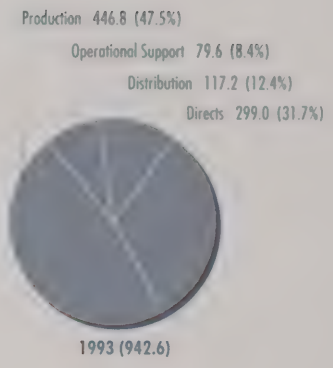
The total television operating expense of $985.3 million was $42.7 million or 4.5% greater than the previous year. Program activities increased $46.7 million partially offset by a decrease of $4.0 million in distribution activities.



## FINANCIAL OVERVIEW (cont'd)

**Television Services**
For the years ended March 31
(millions of dollars)




Expenditures not requiring current operating funds of $122.5 million reflect an increase of $54.6 million or 80.4% over the previous year. This increase is primarily attributed to the pension contribution holiday as well as the amortization expense related to the Canadian Broadcasting Centre and other assets.

Current year expenditures requiring operating funds totalled $862.8 million, a decrease of $11.9 million or 1.4% from the previous year. The decrease relates primarily to the pension contribution holiday partially offset by increases in direct programming expenses and the full year of operation at the Canadian Broadcasting Centre.

### *Television Program Activities*

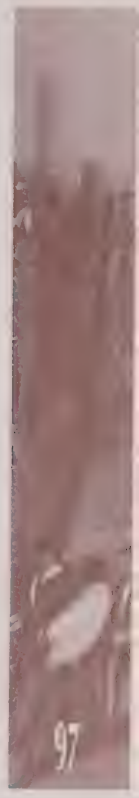
Program activities have three basic elements:

a) Direct program costs such as talent, rights, contract employees directly related to a single program, outside studios, scripts, travel and all other direct out-of-pocket costs.

b) Production costs which represent the activities associated with technical manpower and facilities, supervisory management associated with the production of programs, unit managers, programming and production administration, operation centres and occupancy costs.

c) Operational support includes the allocated costs for local support services such as Human Resources, Finance, Communications, etc.

| | 93-94 | 92-93 | Increase (Decrease) $ | Increase (Decrease) % |
|---|---|---|---|---|
| | *(millions of dollars)* | | | |
| Direct | **306.5** | 299.0 | 7.5 | 2.5 |
| Production | **484.9** | 446.8 | 38.1 | 8.5 |
| Operational support | **80.7** | 79.6 | 1.1 | 1.4 |
| Total operating expense | **872.1** | **825.4** | **46.7** | **5.7** |
| Less: | | | | |
| Items not requiring operating funds | **104.3** | 50.9 | 53.4 | 104.9 |
| Total program activities requiring current operating funds | **767.8** | **774.5** | **(6.7)** | **(0.9)** |



**FINANCIAL OVERVIEW (cont'd)**

Of the $46.7 million increase in television program activities, $34.2 million relates to network activities, $4.1 million to programs produced in the regions for the networks, and $8.4 million in regional activities.

Of the $306.5 million of direct program costs, $255.9 million was incurred for CBC produced and co-produced programs in the following categories: Sports for $73.6 million, News and Current Affairs for $66.7 million, Drama for $44.0 million, Variety for $42.9 million and various other categories for $28.7 million. The remaining $50.6 million of direct program costs related to series and films produced by other Canadian and foreign agencies.

Total direct program costs increased $7.5 million with the following changes within program categories: Sports increased $6.6 million primarily due to the hockey and baseball rights, News and Current Affairs increased $3.3 million due primarily to the federal election, and Drama increased $2.3 million. Decreases were recorded in Procured Film for $2.7 million, Variety $0.5 million and other program categories for $1.5 million.

The total production cost of $484.9 million reflects an increase of $38.1 million or 8.5% from the previous year. The increase is primarily attributed to expenditures not requiring current operating funds such as the amortization of assets including the Canadian Broadcasting Centre in Toronto.

Operational support expenditures of $80.7 million increased $1.1 million or 1.4% from the previous year. The increase is primarily attributed to increased training programs as well as items not requiring current operating funds related to the occupancy expense of the Canadian Broadcasting Centre.

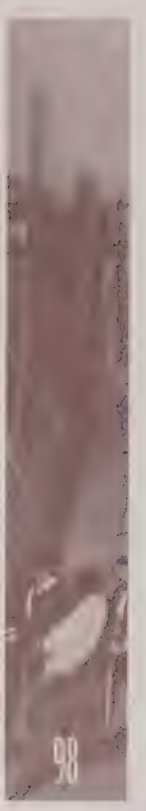
***Television Distribution Activities***

| | 93-94 | 92-93 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | *$* | *%* |
| Total operating expense | **113.2** | 117.2 | (4.0) | (3.4) |
| Less: | | | | |
| Items not requiring operating funds | **18.2** | 17.0 | 1.2 | 7.0 |
| Total distribution activities requiring current operating funds | **95.0** | **100.2** | **(5.2)** | **(5.2)** |

Distribution activities of $113.2 million reflect a decrease of $4.0 million or 3.4% as compared to the previous year. Of the total decrease, $3.9 million relates to network/station distribution which includes satellite costs, main transmitters, studio to transmitter links, master control, technical and operational support and various other related expenditures. Payments to private stations also reflect a minor decrease of $0.1 million.

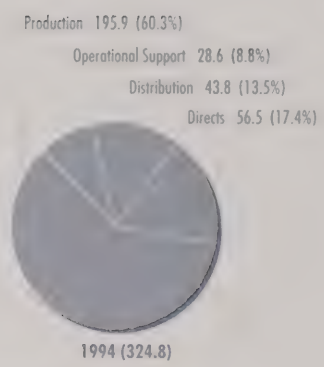
Items not requiring current operating funds of $18.2 million reflect an increase of $1.2 million or 7.0%. The increase relates primarily to the amortization of assets including the Canadian Broadcasting Centre as well as the pension contribution holiday.

The total distribution activities requiring current operating funds decreased $5.2 million or 5.2%. The decrease relates primarily to the pension contribution holiday as well as efficiencies gained in the support of the television distribution system.



## FINANCIAL OVERVIEW (cont'd)

**Radio Services**
For the years ended March 31
(millions of dollars)







### RADIO SERVICES

| | 93-94 | 92-93 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | *$* | *%* |
| Total operating expense | **324.8** | 307.4 | 17.4 | 5.7 |
| Less: | | | | |
| Items not requiring operating funds | **42.7** | 23.5 | 19.2 | 81.7 |
| Total radio services requiring current operating funds | **282.1** | **283.9** | **(1.8)** | **(0.6)** |

The total radio operating expense of $324.8 million was $17.4 million, or 5.7% greater than the previous year. Program activities increased $16.4 million and distribution activities increased $1.0 million.

Expenditures not requiring current operating funds totalled $42.7 million, an increase of $19.2 million or 81.7% from the previous year's total of $23.5 million. The increase relates primarily to the pension contribution holiday and the amortization expense related to the Canadian Broadcasting Centre and other assets.

The total radio services requiring current operating funds were $282.1 million, a decrease of $1.8 million or 0.6% from the previous year. The decrease relates primarily to the pension contribution holiday partially offset by increases in direct programming expenses and the full year of operation at the Canadian Broadcasting Centre.

#### *Radio Program Activities*

Program activities in radio services contain the same three basic elements as defined in television services. Comparative totals for these elements are as follows:

| | 93-94 | 92-93 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | *$* | *%* |
| Direct | **56.5** | 54.3 | 2.2 | 4.0 |
| Production | **195.9** | 184.1 | 11.8 | 6.4 |
| Operational support | **28.6** | 26.2 | 2.4 | 9.2 |
| Total operating expense | **281.0** | **264.6** | **16.4** | **6.2** |
| Less: | | | | |
| Items not requiring operating funds | **34.2** | 15.6 | 18.6 | 119.2 |
| Total program activities requiring current operating funds | **246.8** | **249.0** | **(2.2)** | **(0.9)** |




## FINANCIAL OVERVIEW (cont'd)

The $56.5 million of direct program costs were incurred in the following program categories: News and Current Affairs for $26.0 million, Serious Music for $10.4 million, Variety for $5.2 million, Sports for $1.7 million, Drama for $1.5 million and various other categories for $11.7 million.

The $2.2 million increase in direct program costs relates primarily to News and Current Affairs for $1.2 million due to federal election coverage, Serious Music for $0.8 million and other miscellaneous programs for $0.2 million.

The total production cost of $195.9 million is $11.8 million or 6.4% greater than the previous year. The increase relates to items such as amortization of assets including the Canadian Broadcasting Centre, increased occupancy related costs at the Centre due to the full year of operation and increased training programs.

Operational support expenditures of $28.6 million reflect an increase of $2.4 million or 9.2% from the previous year. The increase relates to realignment of services, increased occupancy costs at the Canadian Broadcasting Centre due to the full year of operation and increased training programs. As previously noted, the majority of the occupancy costs associated to the Centre do not require current operating funds.

### *Radio Distribution Activities*

| | 93-94 | 92-93 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | *$* | *%* |
| Total operating expense | **43.8** | 42.8 | 1.0 | 2.3 |
| Less: | | | | |
| Items not requiring operating funds | **8.5** | 8.0 | 0.5 | 6.3 |
| Total distribution activities requiring current operating funds | **35.3** | **34.8** | **0.5** | **1.4** |

Distribution activities of $43.8 million reflect an increase of $1.0 million or 2.3% compared to the previous year. Costs recorded within these activities include satellite, main transmitters, studio to transmitter links, technical and operational support and various other related expenditures.

Items not requiring current operating funds of $8.5 million reflect an increase of $0.5 million from the previous year. The increase relates primarily to the amortization of assets as well as the pension contribution holiday.

In total, radio distribution activities requiring operating funds increased $0.5 million or 1.4%. The increase relates, in part, to inflation, realignment of services and operational support offset by a reduction due to the pension contribution holiday.

### CORPORATE MANAGEMENT AND ENGINEERING SERVICES

| | 93-94 | 92-93 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | *$* | *%* |
| Total operating expense | **63.7** | 63.9 | (0.2) | (0.3) |
| Less: | | | | |
| Items not requiring operating funds | **7.4** | 3.9 | 3.5 | 89.7 |
| Total activities requiring current operating funds | **56.3** | **60.0** | **(3.7)** | **(6.2)** |

Included in the activity are the expenditures associated to functions which are discharged on a corporate basis (such as executive direction, policy and standards formulation, corporate planning and external relations) and engineering services (such as applied research, development, training, architectural and design services and technical standards).



## FINANCIAL OVERVIEW (cont'd)

Total operating costs decreased $0.2 million from the previous year. The increase in items not requiring current operating funds relates to the pension contribution holiday which in turn accounts for the decrease of $3.7 million in total activities requiring current operating funds.

### SELLING AND MERCHANDISING

| | 93-94 | 92-93 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | *$* | *%* |
| Total operating expense | **48.7** | 47.6 | 1.1 | 2.3 |
| Less: Items not requiring operating funds | **3.2** | 1.1 | 2.1 | 190.9 |
| Total activities requiring current operating funds | **45.5** | **46.5** | **(1.0)** | **(2.2)** |

Included in this activity are expenditures associated to the sales and marketing of time sales to advertisers as well as the cost of program sales to other broadcasters.

The total operating expense increase of $1.1 million relates primarily to efforts in the time sales to advertisers. Items not requiring current operating funds increased $2.1 million and relate primarily to the pension contribution holiday which in turn accounts for the $1.0 million reduction in total activities requiring current operating funds.

### SPECIALTY SERVICES

| | 93-94 | 92-93 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | *$* | *%* |
| Total operating expense | **46.9** | 33.4 | 13.5 | 40.4 |
| Less: Items not requiring operating funds | **2.4** | 1.8 | 0.6 | 33.3 |
| Total activities requiring current operating funds | **44.5** | **31.6** | **12.9** | **40.8** |

Included in this activity are CBC Newsworld which operates on a self funded basis and Radio Canada International which is operated under agreement with the Minister of Foreign Affairs, whereby the cost of the service is recovered from their funding.

The increase in total operating expense of $13.5 million relates primarily to CBC Newsworld which offset these increased expenditures with incremental cable subscription revenues. Items not requiring operating funds increased $0.6 million or 33.3% and relate primarily to the pension contribution holiday.

### FINANCIAL POSITION

#### *Assets*

Total assets of $1,582.0 million reflect a minimal decrease of $0.8 million from last year. Current




**FINANCIAL OVERVIEW (cont'd)**

assets increased $1.3 million while capital and other assets decreased $2.1 million.

Within the current assets, cash and short-term investments decreased $32.3 million while there were increases of $27.5 million in prepaid film and script rights and other items and $4.9 million in programs completed and in process of production. There was a minimal increase of $1.2 million in accounts receivable.

Within the capital and other assets, deferred charges decreased $10.8 million due primarily to a reduction in the deferred pension contribution. Capital assets increased a minimal amount of $7.6 million since the amortization expense for the year was slightly less than the investment in new capital assets. Investments increased a net amount of $1.1 million, which relates to the Corporation's investment in a joint venture for $1.3 million and a reduction to previous share holdings at a book value of $0.2 million.

***Liabilities***

Total current liabilities of $232.9 million reflect a decrease of $16.1 million when compared to the previous year. Accounts payable and accrued liabilities decreased $8.4 million primarily payroll related due to reduced number of days of salary accrual versus the previous year. The decrease in accrued vacation pay of $3.3 million relates to a reduced number of accumulated leave credits. The Corporation will continue to address these leave credits in 1994-95 in order to reduce the liability.

The accrued interest obligation decreased $4.4 million and relates entirely to the accrual mortgage interest on the Canadian Broadcasting Centre. The decrease reflects favourable short-term interest rates, whereby the current year's payment was sufficient to pay the previous year's and a portion of the current year's expense.

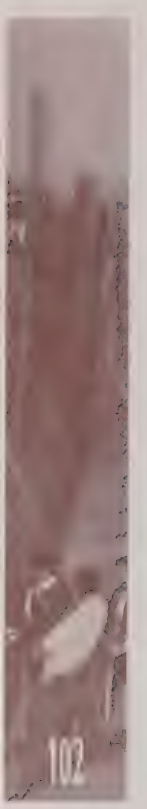
Long-term liabilities of $592.3 million increased $32.8 million when compared to the previous year. Of the total increase, $27.7 million relates to the deferred pension liability which is the difference between the accumulated pension expense and the required funding contributions, $3.6 million to the capital lease obligation for the Canadian Broadcasting Centre and $1.5 million to employee termination benefits, which reflects the increased seniority of the Corporation's employee group.

## FINANCIAL CONDITION

The Statement of Cash Flow discloses the Corporation's sources and uses of cash. Cash provided by operating activities consists of the excess of expense over income, as reported in the Statement of Income and Expense and Reconciliation to Government Funding Basis, adjusted for capital related items and items that do not involve the outlay or receipt of cash during the year (i.e. amortization of capital assets and deferred charge, Canadian Broadcasting Centre interest expense, employee termination benefits and the deferred pension contribution) and the net change in non-cash working capital balances (see Note 13).

Cash provided by financing activities consists primarily of parliamentary appropriations for capital and working capital. The capital appropriation of $130.9 million reflects a decrease of $15.8 million due primarily to a transfer of $8.7 million from capital appropriations to operating appropriations. Capital lease obligations assumed decreased substantially by $409.6 million relating to the Canadian Broadcasting Centre lease initiated in 1992-93.

It should be noted that, while the Corporation did not have the ability to borrow during the 1993-94 fiscal year, the government announced in its February 22,1994 budget that it is now in the process of providing a limited borrowing authority to the CBC. This ability to borrow will permit the CBC greater flexibility to invest in activities with determined paybacks.





## FINANCIAL OVERVIEW (cont'd)

### CAPITAL EXPENSE

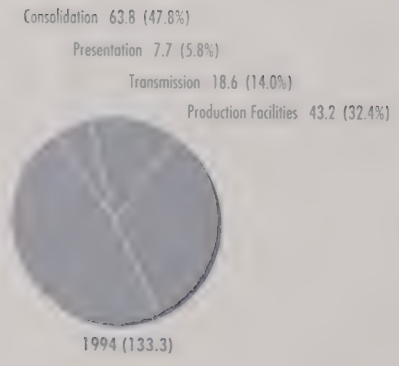
The total expense for the year of $133.3 million was $16.3 million less than the previous year's total of $149.6 million. The decrease relates to appropriation realignments.

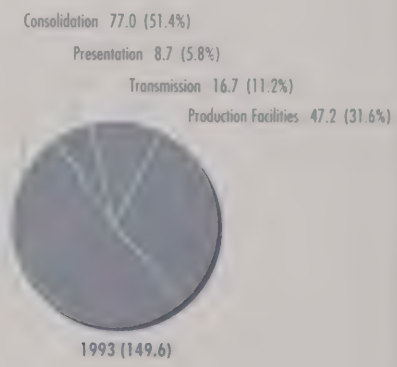
The Corporation has a very detailed capital planning model, whereby all projects are evaluated and prioritized through measurement of activities and criteria. Due to physical and operational obsolescence of equipment, projects addressing this criteria are accorded the highest priority within the capital appropriation limits.

In line with this process, of the total expense for 1993-94,

- $63.8 million was attributed to the consolidation of facilities almost all of which relates to the Canadian Broadcasting Centre in Toronto and the Windsor plant.
- $43.2 million was attributed to production facilities which include all production equipment, computer applications, research and development studies, test equipment, etc., that are predominantly used in the production of programs that are aired.
- $18.6 million was attributed to transmission which includes all projects which support the delivery of the signal from master control to the general public.
- $7.7 million was attributed to presentation areas which are facilities used to the point when a signal leaves master control. These include booth and associated routing facilities, equipment to insert commercials and delay centres.

**Capital Expenditures**
For the years ended March 31
(millions of dollars)






## MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The financial statements and all other information presented in this annual report are the responsibility of management and have been reviewed and approved by the Board of Directors of the Corporation. These financial statements, which include amounts based on management's best estimates as determined through experience and judgement, have been properly prepared within reasonable limits of materiality and are in accordance with generally accepted accounting principles.

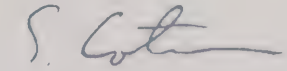
Management of the Corporation maintains books of account, records, financial and management control, and information systems, which are designed for the provision of reliable and accurate financial information on a timely basis. These controls provide reasonable assurance that assets are safeguarded, that resources are managed economically and efficiently in the attainment of corporate objectives, that operations are carried out effectively and that transactions are in accordance with the Broadcasting Act and the by-laws of the Corporation.

The Corporation's Internal Auditor has the responsibility for assessing the Corporation's systems, procedures and practices. The Auditor General of Canada conducts an independent audit of the annual financial statements and reports on his audit to the Canadian Broadcasting Corporation and the Minister of Canadian Heritage.

The Board of Directors' Audit Committee, which consists of seven members, none of whom is an officer of the Corporation, reviews and advises the Board on the financial statements and the Auditor General's report thereto. The Audit Committee oversees the activities of Internal Audit and meets with management, the Internal Auditor and the Auditor General on a regular basis to discuss the financial reporting process as well as auditing, accounting and reporting issues.



President



Vice-President,
Finance and Administration

## AUDITOR'S REPORT

To the Board of Directors of the Canadian Broadcasting Corporation
and the Minister Designate of Canadian Heritage

I have audited the balance sheet of the Canadian Broadcasting Corporation as at March 31, 1994 and the statements of income and expense and reconciliation to government funding basis, proprietor's equity account and cash flow for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 1994 and the results of its operations and the changes in its cash flow for the year then ended in accordance with generally accepted accounting principles. As required by the Broadcasting Act I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Corporation that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part III of the Broadcasting Act and the by-laws of the Corporation.



L. Denis Desautels, FCA
Auditor General of Canada

Ottawa, Canada
June 2, 1994



## STATEMENT OF INCOME AND EXPENSE AND RECONCILIATION TO GOVERNMENT FUNDING BASIS

*For the year ended March 31, 1994*

| | 1994 | 1993 |
|---|---|---|
| | *(thousands of dollars)* | |
| **Income** | | |
| Parliamentary operating appropriation (Note 3) | **954,662** | 959,062 |
| Net advertising | **299,282** | 305,574 |
| Miscellaneous | **75,128** | 67,265 |
| | **1,329,072** | **1,331,901** |
| **Expense** | | |
| Television services (see Schedule A) | **985,336** | 942,680 |
| Radio services (see Schedule A) | **324,789** | 307,389 |
| Corporate management and engineering services | **63,724** | 63,915 |
| Selling and merchandising | **48,699** | 47,580 |
| Specialty services (Note 4) | **46,854** | 33,401 |
| Expense reduction programs (Note 5) | **9,338** | 10,659 |
| Total expense before taxes | **1,478,740** | **1,405,624** |
| Income and large corporation taxes (Note 6) | **2,708** | 2,691 |
| Total expense after taxes | **1,481,448** | **1,408,315** |
| Excess of expense over income | **152,376** | **76,414** |
| Reconciliation to government funding basis | | |
| Deduct: Net items not requiring current operating funds (Note 3) | **155,194** | 96,677 |
| Surplus for the year | **2,818** | **20,263** |
| Surplus (deficit), beginning of year | **19,169** | (1,094) |
| Surplus, end of year | **21,987** | **19,169** |

The accompanying notes and schedule A form an integral part of the financial statements.



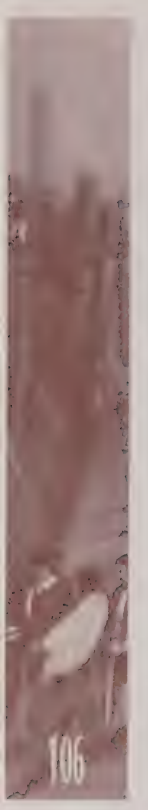

*Schedule A*

## SCHEDULE OF TELEVISION AND RADIO SERVICES EXPENSE

*For the year ended March 31, 1994*

| | 1994 | 1993 |
|---|---|---|
| | *(thousands of dollars)* | |
| ***Television Services*** | | |
| Program Activities | | |
| English | | |
| Network | **399,761** | 376,100 |
| Regional contributions to network | **64,714** | 60,465 |
| Regional | **87,958** | 81,103 |
| French | | |
| Network | **255,768** | 245,297 |
| Regional contributions to network | **24,630** | 24,780 |
| Regional | **39,275** | 37,704 |
| | **872,106** | **825,449** |
| Distribution Activities | | |
| Network/station distribution | **95,378** | 99,281 |
| Payments to private stations | **17,852** | 17,950 |
| | **113,230** | **117,231** |
| | **985,336** | **942,680** |
| ***Radio Services*** | | |
| Program Activities | | |
| English | | |
| Network | **73,602** | 64,776 |
| Regional contributions to network | **25,045** | 23,311 |
| Regional | **77,808** | 74,864 |
| French | | |
| Network | **49,998** | 50,587 |
| Regional contributions to network | **10,198** | 7,944 |
| Regional | **44,311** | 43,032 |
| | **280,962** | **264,514** |
| Distribution Activities | **43,827** | **42,875** |
| | **324,789** | **307,389** |

The accompanying notes form an integral part of the financial statements.




## BALANCE SHEET

*As at March 31, 1994*

| | 1994 | 1993 |
|---|---|---|
| | *(thousands of dollars)* | |
| ***Assets*** | | |
| Current | | |
| Cash and short-term investments | **36,045** | 68,330 |
| Accounts receivable | **87,375** | 86,177 |
| Programs completed and in process of production | **101,559** | 96,626 |
| Prepaid film and script rights and other expenses | **77,541** | 50,042 |
| | **302,520** | **301,175** |
| Investment (Note 7) | **3,250** | 2,200 |
| Capital assets (Note 8) | **1,274,554** | 1,266,936 |
| Deferred charges (Note 9) | **1,717** | 12,530 |
| | **1,582,041** | **1,582,841** |
| ***Liabilities*** | | |
| Current | | |
| Accounts payable and accrued liabilities | **157,688** | 166,093 |
| Accrued vacation pay | **57,900** | 61,180 |
| Accrued interest on capital lease | **17,345** | 21,738 |
| | **232,933** | **249,011** |
| Long-term | | |
| Employee termination benefits | **113,589** | 112,121 |
| Deferred pension liability (Note 10) | **27,712** | — |
| Advances from Government of Canada (Note 11) | **33,000** | 33,000 |
| Obligations under capital leases (Note 12) | **417,985** | 414,388 |
| | **592,286** | **559,509** |
| ***Proprietor's Equity*** | | |
| Proprietor's equity account | **756,822** | 774,321 |
| | **1,582,041** | **1,582,841** |

The accompanying notes and schedule A form an integral part of the financial statements.

Approved on behalf of the Board of Directors

Vice-President,
Finance and Administration

Director

Director

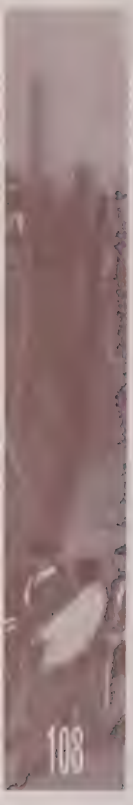



## STATEMENT OF PROPRIETOR'S EQUITY ACCOUNT

*For the year ended March 31, 1994*

| | 1994 | 1993 |
|---|---|---|
| | *(thousands of dollars)* | |
| Balance, beginning of year | **774,321** | **700,051** |
| Add (deduct): | | |
| Parliamentary appropriations (Note 3) | | |
| Capital | **130,877** | 146,684 |
| Working capital | **4,000** | 4,000 |
| Surplus for the year | **2,818** | 20,263 |
| Net items not requiring current operating funds (Note 3) | **(155,194)** | (96,677) |
| Balance, end of year | **756,822** | **774,321** |

The accompanying notes and schedule A form an integral part of the financial statements.



## STATEMENT OF CASH FLOW

*For the year ended March 31, 1994*

| | 1994 | 1993 |
|---|---|---|
| | *(thousands of dollars)* | |
| Operating activities | | |
| Excess of expense over income | **(152,376)** | (76,414) |
| Less: Capital related items | **(1,673)** | 467 |
| Items not involving cash | | |
| Amortization of capital assets | **127,727** | 80,311 |
| Investment | **—** | (2,200) |
| Amortization of deferred charge | **710** | 710 |
| Employee termination benefits | **1,468** | (1,270) |
| Deferred pension contribution | **37,815** | 3,267 |
| Net change in non-cash working capital balances (Note 13) | **(49,512)** | 18,138 |
| | **(35,841)** | **23,009** |
| Financing activities | | |
| Parliamentary appropriations (Note 3) | | |
| Capital | **130,877** | 146,684 |
| Working capital | **4,000** | 4,000 |
| Proceeds on disposal of capital assets and investment/ financing from other organizations | **3,349** | 3,327 |
| Capital lease obligations assumed | **4,211** | 413,774 |
| | **142,437** | **567,785** |
| Investing activities | | |
| Acquisition of capital assets | **(132,509)** | (149,375) |
| Capital portion of lease payments | **(811)** | (180) |
| Building and equipment acquired under capital lease | **(4,211)** | (413,774) |
| Investment in joint venture | **(1,350)** | — |
| | **(138,881)** | **(563,329)** |
| (Decrease) increase in cash and short-term investments | **(32,285)** | **27,465** |
| Cash and short-term investments, beginning of year | **68,330** | 40,865 |
| Cash and short-term investments, end of year | **36,045** | **68,330** |

The accompanying notes and schedule A form an integral part of the financial statements.




# NOTES TO FINANCIAL STATEMENTS

## 1. Authority and Objective

The Canadian Broadcasting Corporation was first established by the 1936 Canadian Broadcasting Act and continued by the 1958, 1968 and 1991 Broadcasting Acts. The Corporation is an agent of Her Majesty and all property acquired by the Corporation is the property of Her Majesty.

As the national public broadcaster, the Canadian Broadcasting Corporation provides radio and television services in both official languages incorporating predominantly and distinctively Canadian programs to reflect Canada and its regions to national and regional audiences.

## 2. Significant Accounting Policies

### a. Parliamentary Appropriations

Parliamentary appropriations are provided for operating expenditures in accordance with Government of Canada policy for funding current operations and are recorded as income. Parliamentary appropriations for capital and working capital are credited to Proprietor's Equity Account.

### b. Programs Completed and in Process of Production

Programs completed and in process of production are stated at cost. Cost includes the cost of goods and services, and the share of labour and overhead expenses applicable to programs.

Program costs are charged to operations as the programs are broadcast or deemed unusable.

### c. Film Rights

The Corporation enters into contracts for film broadcasting rights. As payments are made under the terms of each contract they are reflected in the accounts as prepaid film rights. The film rights are charged to operations as the films are broadcast or deemed unusable.

### d. Capital Assets

Capital assets are recorded at cost. The cost of assets constructed by the Corporation includes material, engineering services, direct labour and related overhead. Amortization is calculated on the straight-line method using rates based on the estimated useful life of the assets as follows:

| | |
|---|---|
| • Buildings | 33 years |
| • Technical equipment | |
| Transmitters and towers | 20 years |
| Other | 10 years |
| • Furnishings and office equipment | 10 years |
| • Automotive | 5 years |
| • Computers | 5 years |

Major leasehold improvements are capitalized and amortized over the term of the respective leases to a maximum period of five years. Amounts included in uncompleted capital projects are transferred to the appropriate capital asset classification upon completion, and are then amortized according to the Corporation's policy.





e. **Capital Leases**
Assets recorded as capital leases are amortized on the straight-line method over the estimated useful life of the assets or the lease term as appropriate. Obligations recorded under the capital leases are reduced by lease payments net of imputed interest.

f. **Pension Cost and Obligation**
The Corporation provides pensions based on length of service and final average earnings as classified under a number of defined benefit retirement pension arrangements. The administrative costs associated to the management of the pension arrangements are absorbed by the Corporation.

The cost of pension benefits earned by employees is determined using the projected benefit method of actuarial valuation with projected salary increases where appropriate, pro-rated on services and charged to expense as services are rendered. This cost reflects management's best estimate of the pension fund's expected investment yields, and of salary escalations, mortality of members, terminations and ages at which members will retire. The surplus on the introduction of this accounting policy, adjustments arising from plan amendments, experience gains and losses and changes in assumptions are amortized over the estimated average remaining service life of the employee group.

The difference between the accumulated amounts expensed and the funding contributions is reflected in the balance sheet as a long-term deferred charge or deferred pension liability as the case may be.

g. **Employee Termination Benefits and Vacation Pay**
Employee termination benefits and vacation pay are expensed as benefits accrue to employees under their respective terms of employment.

i) Termination benefits are calculated on an actuarial basis taking into account the future expected payments, the probabilities of payment and discount to the valuation date. The present value of the projected cost is recorded in the accounts as a long-term liability.

ii) Vacation pay is valued at cost calculated at salary levels in effect at the end of the year for all unused vacation pay benefits accruing to employees.

## 3. Parliamentary Appropriation

The Corporation receives funds from the Parliament of Canada through annual appropriations. The appropriations approved and the payments received by the Corporation for 1994 and 1993 are noted below.

| | 1994 | 1993 |
|---|---|---|
| | *(thousands of dollars)* | |
| Appropriations | | |
| Operating | **954,662** | 959,062 |
| Capital | **130,877** | 146,684 |
| Working Capital | **4,000** | 4,000 |
| | **1,089,539** | **1,109,746** |



## NOTES TO FINANCIAL STATEMENTS (cont'd)

The following summarizes the reconciling items between the statement of income and expense and the government funding basis.

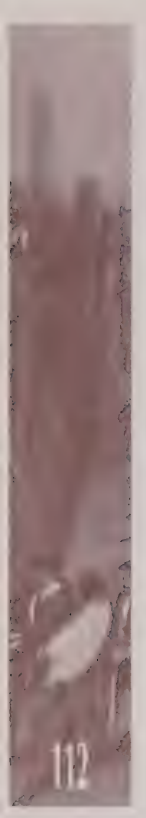
| | 1994 | 1993 |
|---|---|---|
| | *(thousands of dollars)* | |
| **Items included in the statement of income and expense not requiring or generating current operating funds** | | |
| Income items related to capital assets: | | |
| (Gain) Loss on disposal of capital assets and investment | (168) | 3,152 |
| Contribution to capital projects | (1,505) | (2,685) |
| | (1,673) | 467 |
| Income item related to operating activities: | | |
| Investment | — | (2,200) |
| Expense related to operating activities: | | |
| Amortization of capital assets | 127,727 | 80,311 |
| Interest expense on capital lease | 17,345 | 21,738 |
| Employee termination benefits and vacation pay | (1,812) | 2,864 |
| Program inventory costs | (2,681) | (9,770) |
| Deferred pension contribution | 38,026 | 3,267 |
| | 178,605 | 98,410 |
| Deduct: | | |
| Item not included in the statement of income and expense which requires current operating funds | 21,738 | — |
| Net items not requiring current operating funds | 155,194 | 96,677 |

## 4. Specialty Services

The Corporation operates two specialty services, including CBC Newsworld and Radio Canada International (RCI) and operated the Parliamentary Channels until the cancellation of the agreement with the Speaker of the House effective September 30, 1992. RCI is operated under agreement with the Minister of Foreign Affairs, whereby the cost of the service is recovered from their funding.

The total cost of the specialty channels for the year and comparative results for 1993 were as follows:

| | 1994 | 1993 |
|---|---|---|
| | *(millions of dollars)* | |
| Cost of specialty services | 63.0 | 48.7 |
| Less government assistance | 16.1 | 15.3 |
| Net expense | 46.9 | 33.4 |





NOTES TO FINANCIAL STATEMENTS (cont'd)

***CBC Newsworld***

The Corporation operates CBC Newsworld under a license condition that the operation be reported on an incremental cost/revenue basis. In compliance with the license condition, the Corporation will report the following results for 1994 and has reported the comparative figures for 1993 to the Canadian Radio-Television and Telecommunications Commission.

| | 1994 | 1993 |
|---|---|---|
| | *(millions of dollars)* | |
| **Newsworld** | | |
| Incremental costs | **46.0** | 33.1 |
| Incremental revenues | **47.3** | 32.7 |

As at March 31, 1994, the cumulative excess incremental revenues maintained for CBC Newsworld's future activities totalled $1.7 million. These activities are an integral part of the operations of the Corporation. The incremental costs are included in the above specialty services expense and the incremental revenues are reported as income.

## 5. Expense Reduction Programs

In 1993-94 the Board of Directors approved the continuation of productivity and efficiency measures implemented in 1991-92 and 1992-93 to address projected funding shortfalls related to future years' activities in order to avoid the need to reduce services. Expenses for this program relate primarily to employee voluntary separations and are summarized as follows:

| | 1994 | 1993 |
|---|---|---|
| | *(millions of dollars)* | |
| Expenditures | | |
| • items requiring current operating funds | **15.1** | 16.1 |
| • items not requiring current operating funds | **0.3** | — |
| Total expenditures | **15.4** | **16.1** |
| Less items expensed in previous years | **6.1** | 5.4 |
| Net expense | **9.3** | **10.7** |

## 6. Income and Large Corporation Taxes

The Corporation is a prescribed federal Crown corporation under Part LXXI of the Income Tax Regulations and is subject to the provisions of the Income Tax Act (Canada). The Corporation is not subject to provincial income taxes.

During the year, the Corporation incurred large corporations tax of $2.7 million.

The Corporation has net timing differences resulting from revenue and expense items reported for tax purposes in different periods than for accounting purposes of $123.9 million (1993 - $102.5 million). These timing differences generally result from the accrual of pension and severance pay costs, and capital cost allowance on its long term capital lease where funding for the lease obligation is provided over several years. Capital cost allowance is not claimed




## NOTES TO FINANCIAL STATEMENTS (cont'd)

on other capital assets as the related capital funding is usually received in full in the same year in which the asset is acquired. The benefit of these timing differences has not been recognized in the financial statements.

### 7. Investments

**a. Bramalea**

In connection with the Canadian Broadcasting Centre in Toronto, the Corporation entered into agreements, in 1989, with Bramalea Limited (Bramalea) providing for the development of a hotel/condominium complex and the future transfer of the air rights related to the condominium. On November 9, 1992, the Corporation received official notification from Bramalea that it was not in a financial position to honour its existing contractual arrangements with the CBC. On February 12, 1993, a Memorandum of Settlement was signed by both parties whereby all outstanding claims between the parties were settled. In part, the consideration to the Corporation included non-monetary compensation in the form of common shares and common share purchase warrants of Bramalea. During the course of 1993-94 fiscal year, the Corporation sold a portion of these shares.

**b. Northbridge Programming Inc.**

The Corporation has entered into a joint venture agreement for the marketing of services which will provide schedules of primarily Canadian programs in non-Canadian markets. The Corporation has proposed that such venture is the most effective way of marketing CBC programs in these markets. As at March 31, 1994 the Corporation had invested $1.3 million accounted for by the equity method. The funds within the venture were primarily maintained in cash and short-term investments.

### 8. Capital Assets

| | 1994 | | | 1993 |
|---|---|---|---|---|
| | *(thousands of dollars)* | | | |
| | Cost | Accumulated Amortization | Net Book Value | Net Book Value |
| Land | **36,362** | **—** | **36,362** | 36,188 |
| Buildings | **315,454** | **158,220** | **157,234** | 159,712 |
| Technical equipment | **976,027** | **512,610** | **463,417** | 426,246 |
| Furnishings, office equipment and computers | **59,374** | **34,628** | **24,746** | 31,995 |
| Automotive | **23,956** | **13,605** | **10,351** | 5,832 |
| Leasehold improvements | **4,780** | **3,948** | **832** | 1,152 |
| Property under capital leases | **511,223** | **16,198** | **495,025** | 500,884 |
| Uncompleted capital projects | **86,587** | **—** | **86,587** | 104,927 |
| | **2,013,763** | **739,209** | **1,274,554** | **1,266,936** |



## NOTES TO FINANCIAL STATEMENTS (cont'd)

### 9. Deferred Charges

**a. CBC Newsworld**

In the fiscal year 1988-89 the Corporation was granted a license to operate CBC Newsworld which was renewed in 1992-93 for a period of seven years. Total development costs amounting to $6.5 million at August 31, 1989 are being amortized over a seven year period commencing September 1, 1989. Amortization for the year amounted to $0.7 million (1993 - $0.7 million). The balance of the deferred charge for CBC Newsworld is $1.7 million at March 31, 1994.

**b. Deferred Pension Contribution (1992-93)**

See Note 10.

### 10. Deferred Pension Liability

Projections from the latest actuarial valuations show an estimated present value of accrued pension benefits of $2,282.2 million as at March 31, 1994 (1993 - $2,156.5 million) which includes $9.5 million (1993 - $8.2 million) of unfunded retirement benefits. Market related values have been used for valuing pension fund assets, which, based on financial information as at March 31, 1994, are valued at $2,292.2 million (1993 - $2,230.5 million).

The deferred pension liability as at March 31, 1994 amounts to $27.7 million (1993 - $10.1 million, deferred charge) and is the difference between the accumulated pension expense and the required funding contributions.

During the year ended March 31, 1994 the Corporation continued to temporarily suspend its contributions to the CBC pension fund as approved by the Board of Directors and initiated in January 1993.

### 11. Advances from Government of Canada

Advances from the Government of Canada totalling $33.0 million accumulated to the year ended March 31, 1981. These non-interest bearing advances were made for working capital purposes and become repayable when cash and short-term investments exceed the Corporation's working capital requirements.

Effective in the fiscal year ending March 31, 1982, the Corporation was provided a separate yearly parliamentary appropriation for working capital purposes.

### 12. Capital Lease

**Canadian Broadcasting Centre, Toronto**

In accordance with Governor in Council approval, the Corporation signed a project agreement, dated September 30, 1988, with Cadillac Fairview Corporation Limited, as the selected developer for the construction of the Canadian Broadcasting Centre on the Corporation's site in downtown Toronto.

Upon basic completion of the building, as defined in the agreement to lease between the Corporation and Cadillac Fairview, dated October 14, 1988, the Corporation executed the Broadcast Centre building lease on August 31, 1991, which has a term




## NOTES TO FINANCIAL STATEMENTS (cont'd)

extending to August 30, 2038. The Corporation is committed to pay rent under all circumstances and in the event of termination of the lease, at the Corporation's option or otherwise, pay sufficient rent to repay all interim and permanent financing on the building. However, management intends to completely discharge its obligation under the lease and obtain free title to the Canadian Broadcasting Centre in 30 years from the date where long-term financing is obtained.

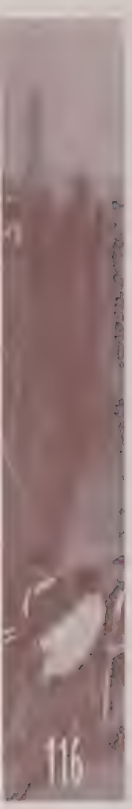
Substantial completion of the building was reached on July 9, 1992 at which time the Corporation took occupancy of the building and recorded the capital lease. As at March 31, 1994, the property under capital lease was recorded at $509.9 million of which $481.7 million was financed through the developer and the balance of $28.2 million was CBC capital expenditures related to the building. Over the past 6 years, funds totalling $63.7 million primarily generated from site related land revenues, were advanced to the developer by the Corporation thereby reducing the capital obligation to $418.0 million.

During 1992-93, following substantial completion, and prior to the rent commencement date of April 1, 1993, there was a rent free period during which time interest amounting to $21.7 million accrued on the outstanding obligation. In addition, during 1993/94 interest and executory costs amounted to $23.8 million. These amounts were offset by lease payments of $28.2 million resulting in a net accrued interest obligation of $17.3 million. As a result the total lease obligation at March 31, 1994 was $435.3 million.

Future minimum lease payments, by year and in aggregate, under the capital lease consisted of the following at March 31, 1994:

| | *(thousands of dollars)* |
|---|---|
| 1995 | 31,293 |
| 1996 | 33,872 |
| 1997 | 35,601 |
| 1998 | 37,541 |
| 1999 | 40,316 |
| Thereafter (*) | 1,242,640 |
| Total minimum future payments (*) | **1,421,263** |
| Deduct: Imputed interest | (1,003,278) |
| Present value of minimum capital lease obligation | **417,985** |
| Accumulated interest obligation | 17,345 |
| Obligation under capital lease | 435,330 |

*(*) Consistent with its intention, management has estimated the total amounts payable under the capital lease based on interest rates considered probable for such financing amortized over a 30 year period.*





## 13. Net Change in Non-Cash Working Capital Balances

| | 1994 | 1993 |
|---|---|---|
| | *(thousands of dollars)* | |
| Cash provided by (used for): | | |
| Accounts receivable | **(1,198)** | 15,968 |
| Programs completed and in process of production | **(4,933)** | (21,932) |
| Prepaid film and script rights and other expenses | **(27,499)** | 665 |
| Accounts payable and accrued liabilities | **(8,405)** | (3,466) |
| Short-term portion of capital leases | **196** | (16) |
| Accrued vacation pay | **(3,280)** | 5,181 |
| Accrued interest obligation | **(4,393)** | 21,738 |
| | **(49,512)** | **18,138** |

## 14. Commitments

**a. Program Related**

As at March 31, 1994, future years' commitments for sports rights amounted to $286.7 million; procured programs, film rights and co-productions amounted to $113.7 million for total commitments of $400.4 million.

**b. Operating Leases**

As at March 31, the Corporation's obligations related to operating leases are as follows:

| | 1994 | 1993 |
|---|---|---|
| | *(thousands of dollars)* | |
| 1994 | **—** | 44,801 |
| 1995 | **30,965** | 35,520 |
| 1996 | **27,030** | 28,747 |
| 1997 | **23,842** | 8,177 |
| 1998 | **9,234** | 7,323 |
| 1999 | **6,544** | 6,372 |
| 2000 - 2062 | **8,852** | 5,443 |
| Total future payments | **106,467** | **136,383** |

## 15. Contingencies

In the ordinary course of business, various claims and lawsuits have been brought against the Corporation. In the opinion of management, the losses, if any, which may result from the settlement of these matters are not likely to be material and accordingly no provision has been made in the accounts of the Corporation. In the event that such expenditures were incurred, they would be recognized as period costs.




## NOTES TO FINANCIAL STATEMENTS (cont'd)

### 16. Related Party Transactions

The Corporation is related in terms of common ownership to all Government of Canada created departments, agencies and Crown corporations and is mainly financed by the Parliament of Canada.

During the year, transactions with these related departments, agencies and Crown corporations were in the normal course of business on normal trade terms applicable to all individuals and enterprises. Transactions with the Government of Canada are outlined in notes 3, 4 and 11.

### 17. Comparative Figures

Certain of the 1993 comparative figures have been reclassified to conform to the current year's presentation.



## SUMMARY - SOURCE AND APPLICATION OF OPERATING AND CAPITAL FUNDS

*For the years ended March 31*

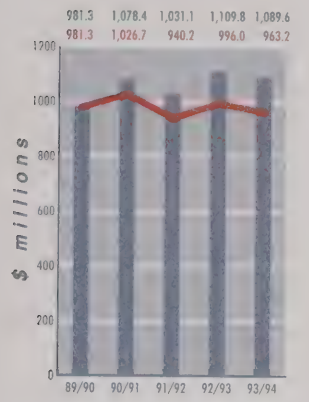
| | 1990 | 1991 | 1992 | 1993 | 1994 |
|---|---|---|---|---|---|
| | | | *(millions of dollars)* | | |
| **OPERATING FUNDS** | | | | | |
| ***Source of funds*** | | | | | |
| Parliamentary appropriations | | | | | |
| Operating | 849.3 | 910.1 | 900.6 | 918.5 | **946.0** |
| Plus: • One-time assistance | — | — | — | 40.6 | **—** |
| • Restructuring | — | 50.0 | — | — | **—** |
| • Transfer from Capital | — | 25.1 | — | — | **8.7** |
| Operating revenue | 373.3 | 363.5 | 378.1 | 372.8 | **374.4** |
| Previous year's carry forward | 6.6 | ( 23.1) | 8.3 | ( 1.1) | **19.2** |
| | **1,229.2** | **1,325.6** | **1,287.0** | **1,330.8** | **1,348.3** |
| ***Application of funds*** | | | | | |
| Television expense | 869.5 | 895.1 | 913.6 | 942.6 | **985.3** |
| Radio expense | 267.0 | 277.1 | 293.4 | 307.4 | **324.8** |
| Other expenses net of expense reduction programs | 109.9 | 104.1 | 103.5 | 111.5 | **112.4** |
| Specialty services | 38.8 | 51.4 | 32.1 | 33.4 | **46.9** |
| Expense reduction programs | 19.6 | 62.1 | 16.3 | 10.7 | **9.4** |
| Income and large corporation taxes | 1.1 | 1.4 | 1.7 | 2.7 | **2.7** |
| | **1,305.9** | **1,391.2** | **1,360.6** | **1,408.3** | **1,481.5** |
| Less: Net items not requiring current operating funds | 53.6 | 73.9 | 72.5 | 96.7 | **155.2** |
| | **1,252.3** | **1,317.3** | **1,288.1** | **1,311.6** | **1,326.3** |
| Net (deficit) surplus to be carried forward | **( 23.1)** | **8.3** | **( 1.1)** | **19.2** | **22.0** |
| **CAPITAL FUNDS** | | | | | |
| ***Source of funds*** | | | | | |
| Parliamentary Appropriations | | | | | |
| Capital | 128.0 | 114.3 | 126.5 | 146.7 | **139.6** |
| Less: Transfer to Operating | — | ( 25.1) | — | — | **(8.7)** |
| Proceeds on disposal of capital projects/ financing from other organizations | 22.2 | 3.4 | 2.6 | 3.3 | **3.3** |
| Previous year's carry forward | 1.2 | 0.0 | 0.8 | 0.2 | **0.6** |
| | **151.4** | **92.6** | **129.9** | **150.2** | **134.8** |
| ***Application of funds*** | | | | | |
| Current expenditures | | | | | |
| Consolidation | 50.4 | 12.9 | 54.4 | 77.0 | **63.8** |
| Production facilities | 69.2 | 50.1 | 45.6 | 47.2 | **43.2** |
| Transmission | 19.1 | 16.1 | 19.0 | 16.7 | **18.6** |
| Presentation | 12.7 | 12.7 | 10.7 | 8.7 | **7.7** |
| | **151.4** | **91.8** | **129.7** | **149.6** | **133.3** |
| Net surplus to be carried forward | **0.0*** | **0.8** | **0.2** | **0.6** | **1.5** |

* *Actual surplus carry forward for 1990 was $43,000.*

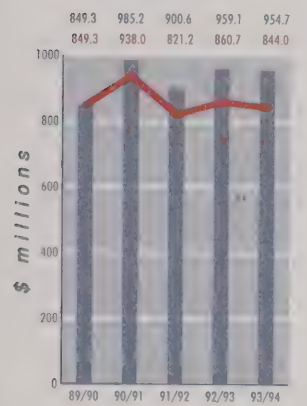
*Note: Some historical comparative figures have been reclassified to conform to the current year's presentation.*



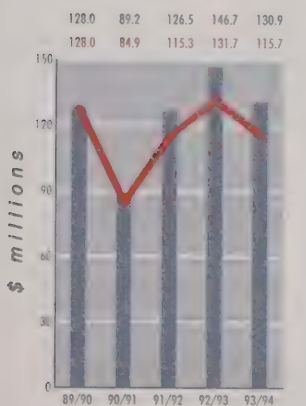

## Parliamentary Appropriations
(Operating, Capital and Working Capital)
1989/90 - 1993/94



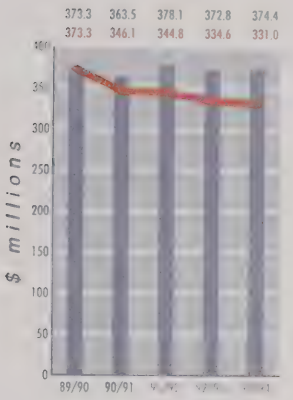

## Parliamentary Appropriations
(Operating)
1989/90 - 1993/94



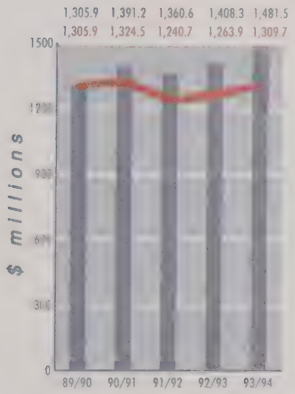

## Parliamentary Appropriations
(Capital)
1989/90 - 1993/94




## Operating Revenues
(Net Advertising and Miscellaneous)
1989/90 - 1993/94




## Operating Expenses
(Television, Radio and Other Services)
1989/90 - 1993/94




Current dollars — Constant dollars *

* CPI Deflator (Fiscal Year)



# FIVE YEAR REVIEW

The Corporation has experienced significant changes over the past five years.

- In 1989-90 the Board of Directors approved a workforce adjustment plan to address the budget reductions requested by the Federal Government. The plan involved a wind-up of the merchandising section of CBC enterprises, employee terminations and reassignments, and consolidations within the administration and support areas.

- In 1990-91 the Board of Directors approved measures to address a significant projected shortfall in income for fiscal 1991-92. These measures included the restructuring of regional television services, major service reductions of three local television stations and the reduction of activities in eight others, in addition to cancellation of numerous programming hours particularly in local and regional television. Furthermore, the status of the english and french parliamentary channels, as well as the shortwave service Radio Canada International, which form part of the CBC's specialty services, were modified to operate on a cost recovery basis effective April 1, 1991. Of the total cost of $62.1 million recorded in 1990-91, $42.8 million related to employee termination and special benefits, $8.0 million was programming related, $5.7 million related to employee assistance and professional fees, $4.9 million was for the redeployment of capital assets and occupancy related and $0.7 million related to other items.

  In the fiscal year 1990-91 the Corporation received supplementary operating appropriations of $50.0 million to assist in the funding of the restructuring expenditures. Approval was also granted to transfer $25.1 million from capital appropriations to operating appropriations in order to fund recessionary impacts.

- In 1991-92 the Board of Directors approved the implementation of productivity and efficiency measures to address projected funding shortfalls related to future years' activities in order to avoid the need to reduce services. (See note 5 to the financial statements for further details.) These measures continued in the fiscal periods 1992-93 and 1993-94.

- In 1992-93 the total operating expenses were $1,407.3 million, an increase of $46.7 million from the previous year. Included in the total increase were the applicable occupancy costs of $34.1 million for the new Canadian Broadcasting Centre in Toronto, the majority of which did not require current operating funds.

- Operating appropriations have increased $105.4 million from $849.3 million in 1989-90 to $954.7 million in 1993-94 which includes an $8.7 million transfer from capital appropriations. On a constant dollar basis using a CPI deflator, the operating appropriations have decreased $5.3 million or 0.6% over the five year period.

- Through the downsizing, restructuring and productivity and efficiency measures, the Corporation's other expenses, which include corporate management and engineering services and, selling and merchandising have decreased 0.91% as a percentage of total expense net of expense reductions and restructuring, from 8.54% in 1990 to 7.63% in 1994. This equates to an effective reduction of $13.5 million which was redirected into media operations. This reflects the Corporation's commitment to maintain media operations at their maximum level to effectively meet its mandate.



# REVUE QUINQUENNALE

La Société a connu des changements importants au cours des cinq dernières années.

- En 1989-1990, le conseil d'administration approuvait un programme de réaménagement des effectifs pour réaliser les réductions budgétaires demandées par le gouvernement fédéral. Le programme comportait la fermeture de la section de la commercialisation des Entreprises Radio-Canada, la mise à pied et la réaffectation d'employés ainsi que des regroupements au sein des secteurs d'administration et de soutien.

- En 1990-1991, le conseil d'administration approuvait des mesures pour résorber un important manque à gagner projeté dans les revenus pour l'exercice 1991-1992. Ces mesures comprenaient la restructuration des services régionaux de télévision, des réductions majeures du service dans trois stations locales de télévision et la réduction des activités dans huit autres stations, en plus de la suppression de nombreuses heures de programmation, en particulier à la télévision locale et régionale. En outre, le statut des chaînes parlementaires française et anglaise ainsi que du service à ondes courtes Radio Canada International, qui font partie des services spécialisés de la SRC, a été modifié de façon à fonctionner sur une base de récupération des coûts à compter du 1er avril 1991. Des coûts totaux de 62,1 millions de dollars engagés en 1990-1991, 42,8 millions se rapportaient à des indemnités de cessation d'emploi et à des avantages sociaux connexes, 8 millions à la programmation, 5,7 millions à des services professionnels de consultation et d'aide pour les employés, 4,9 millions au redéploiement des immobilisations et aux frais d'occupation connexes et 0,7 million à d'autres éléments.

  Pendant l'exercice 1990-1991, la Société a reçu des crédits supplémentaires d'exploitation de 50 millions de dollars pour aider au financement des dépenses de restructuration. Elle a également reçu l'autorisation de virer 25,1 millions des crédits d'immobilisations aux crédits d'exploitation pour pouvoir financer les effets de la récession.

- En 1991-1992, le conseil d'administration approuvait la mise en oeuvre de mesures de productivité et d'efficacité afin de résorber des manques à gagner projetés au niveau du financement d'activités d'exercices futurs et d'éviter ainsi d'avoir à réduire les services. (Pour plus de détails, voir la note 5 des états financiers.) Ces mesures se sont poursuivies pendant les exercices 1992-1993 et 1993-1994.

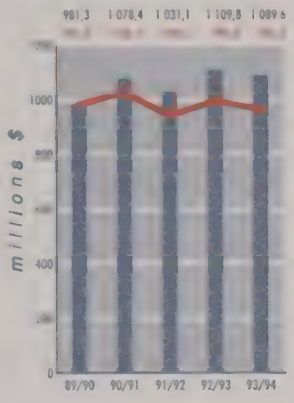
- En 1992-1993, les dépenses d'exploitation ont totalisé 1 407,3 millions de dollars, une augmentation de 46,7 millions par rapport à l'exercice précédent. L'augmentation totale comprenait les coûts applicables d'occupation de 34,1 millions du nouveau Centre canadien de radiodiffusion à Toronto, dont la majorité ne nécessitaient pas de fonds d'exploitation courants.

- Les crédits d'exploitation ont augmenté de 105,4 millions de dollars, passant de 849,3 millions en 1989-1990 à 954,7 millions en 1993-1994, ce qui comprend un virement de 8,7 millions à partir des crédits d'immobilisations. En dollars constants basés sur un déflateur de l'IPC, les crédits d'exploitation ont diminué de 5,3 millions de dollars (0,6 %) pendant la période quinquennale observée.

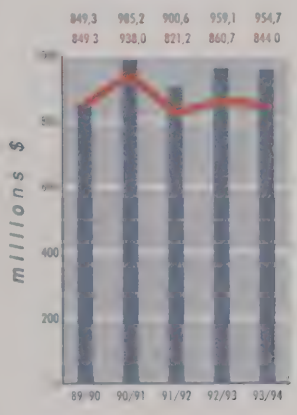
- Grâce à la compression des effectifs, à la restructuration et aux mesures de productivité et d'efficacité, les autres dépenses de la Société, qui comprennent les services nationaux de l'administration et de l'ingénierie ainsi que la vente et la commercialisation, ont diminué de 0,91 % en proportion des dépenses totales, déduction faite des réductions des dépenses et de la restructuration, passant de 8,54 % en 1990 à 7,63 % en 1994. Cela équivaut à une réduction effective de 13,5 millions de dollars, qui a été réaffectée aux activités des médias. Ainsi se traduit l'engagement de la Société à maintenir les activités des médias à leur niveau maximal, afin de réaliser efficacement son mandat.



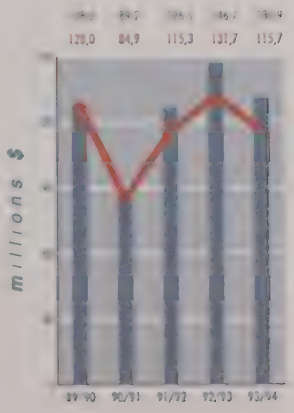

### Crédits parlementaires
(Exploitation, immobilisations et fonds de roulement)
1989/1990 - 1993/1994



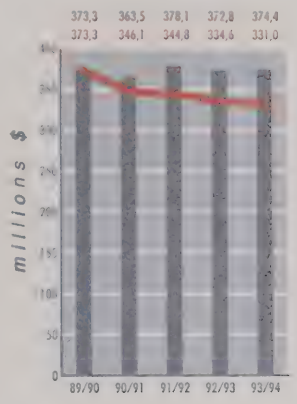

### Crédits parlementaires
(Exploitation)
1989/1990 - 1993/1994



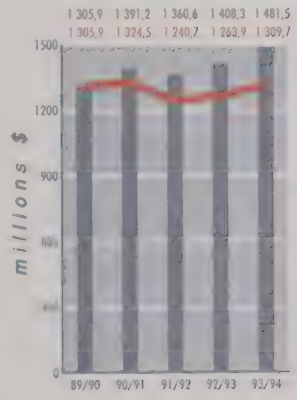

### Crédits parlementaires
(Immobilisations)
1989/1990 - 1993/1994




### Revenus nets d'exploitation
(Publicitaires et divers)
1989/1990 - 1993/1994




### Dépenses d'exploitation
(Services de télévision, radio et autres)
1989/1990 - 1993/1994




Dollars courants — Dollars constants *

* Facteur de réduction de l'IPC (exercice financier)



## SOMMAIRE - PROVENANCE ET EMPLOI DES FONDS D'EXPLOITATION ET D'IMMOBILISATIONS

*pour les exercices terminés le 31 mars*

| | 1990 | 1991 | 1992 | 1993 | 1994 |
|---|---|---|---|---|---|
| | | | *(millions de dollars)* | | |
| **FONDS D'EXPLOITATION** | | | | | |
| ***Provenance des fonds*** | | | | | |
| Crédits parlementaires : | | | | | |
| Exploitation | 849,3 | 910,1 | 900,6 | 918,5 | **946,0** |
| Ajouter • Aide ponctuelle | — | — | — | 40,6 | **—** |
| • Restructuration | — | 50,0 | — | — | **—** |
| • Transfert du fonds d'immobilisations | — | 25,1 | — | — | **8,7** |
| Recettes d'exploitation | 373,3 | 363,5 | 378,1 | 372,8 | **374,4** |
| Report de l'exercice précédent | 6,6 | (23,1) | 8,3 | (1,1) | **19,2** |
| | **1 229,2** | **1 325,6** | **1 287,0** | **1 330,8** | **1 348,3** |
| ***Emploi des fonds*** | | | | | |
| Dépenses : | | | | | |
| Salaires | 869,5 | 895,1 | 913,6 | 942,6 | **985,3** |
| Radio | 267,0 | 277,1 | 293,4 | 307,4 | **324,8** |
| Autres dépenses sans les programmes de réduction des dépenses | 109,9 | 104,1 | 103,5 | 111,5 | **112,4** |
| Services spécialisés | 38,8 | 51,4 | 32,1 | 33,4 | **46,9** |
| Programmes de réduction des dépenses | 19,6 | 62,1 | 16,3 | 10,7 | **9,4** |
| Impôt sur le revenu et impôt des grandes sociétés | 1,1 | 1,4 | 1,7 | 2,7 | **2,7** |
| | **1 305,9** | **1 391,2** | **1 360,6** | **1 408,3** | **1 481,5** |
| Moins : Postes nets ne nécessitant pas de fonds d'exploitation courants | 53,6 | 73,9 | 72,5 | 96,7 | **155,2** |
| | **1 252,3** | **1 317,3** | **1 288,1** | **1 311,6** | **1 326,3** |
| Excédent (excédent net à reporter) | (23,1) | 8,3 | (1,1) | 19,2 | **22,0** |
| **FONDS D'IMMOBILISATIONS** | | | | | |
| ***Provenance des fonds*** | | | | | |
| Crédits parlementaires : | | | | | |
| Immobilisations | 128,0 | 114,3 | 126,5 | 146,7 | **139,6** |
| Moins : Transfert au fonds d'exploitation | — | (25,1) | — | — | **(8,7)** |
| Produits de l'aliénation des projets d'immobilisations/financement provenant d'autres organismes | 22,2 | 3,4 | 2,6 | 3,3 | **3,3** |
| Report de l'exercice précédent | 1,2 | 0,0 | 0,8 | 0,2 | **0,6** |
| | **151,4** | **92,6** | **129,9** | **150,2** | **134,8** |
| ***Emploi des fonds*** | | | | | |
| Dépenses courantes | | | | | |
| Regroupement | 50,4 | 12,9 | 54,4 | 77,0 | **63,8** |
| Installations de production | 69,2 | 50,1 | 45,6 | 47,2 | **43,2** |
| Transmission | 19,1 | 16,1 | 19,0 | 16,7 | **18,6** |
| Présentation | 12,7 | 12,7 | 10,7 | 8,7 | **7,7** |
| | **151,4** | **91,8** | **129,7** | **149,6** | **133,3** |
| Excédent à reporter | **0,0*** | **0,8** | **0,2** | **0,6** | **1,5** |

** L'excédent réel reporté pour 1990 était de 43 000 $.*

*À noter : Certains chiffres correspondants des exercices précédents ont été reclassés afin de les rendre conformes à la présentation du présent exercice.*




## NOTES AFFÉRENTES AUX ÉTATS FINANCIERS (suite)

| | 1994 | 1993 |
|---|---|---|
| | *(milliers de dollars)* | |
| 1994 | — | 44 801 |
| 1995 | **30 965** | 35 520 |
| 1996 | **27 030** | 28 747 |
| 1997 | **23 842** | 8 177 |
| 1998 | **9 234** | 7 323 |
| 1999 | **6 544** | 6 372 |
| 2000 - 2062 | **8 852** | 5 443 |
| Total des paiements à venir | **106 467** | **136 383** |

### 15. Éventualités

Dans le cours normal des affaires, diverses revendications et poursuites ont été intentées contre la Société. La direction estime que les pertes, le cas échéant, qui peuvent résulter du règlement de ces litiges ne seront probablement pas importantes; par conséquent, aucune provision n'a été établie dans les comptes de la Société. Si jamais de telles dépenses étaient engagées, elles seraient imputées aux charges de l'exercice.

### 16. Opérations entre entités apparentées

La Société est apparentée, en propriété commune, à tous les ministères, organismes et sociétés d'État du gouvernement canadien et elle est financée principalement par le Parlement du Canada.

Les opérations conclues au cours de l'exercice avec les ministères, organismes et sociétés d'État apparentés découlaient de l'exploitation courante et étaient conformes à l'usage commercial habituel applicable à toutes les personnes et entreprises. Les opérations conclues avec le gouvernement du Canada sont décrites aux notes 3, 4 et 11.

### 17. Chiffres correspondants de l'exercice précédent

Certains chiffres de 1993 ont été reclassés, de façon à être conformes à la présentation du présent exercice.





## NOTES AFFÉRENTES AUX ÉTATS FINANCIERS (suite)

qui provenaient principalement des revenus fonciers du site, ce qui réduit l'obligation découlant du bail à 410 millions de dollars.

En 1992-1993, après le quasi-achèvement de la construction de l'immeuble et avant le début du versement du loyer du 1er avril 1993, il y a eu une période sans loyer durant laquelle l'intérêt s'élevant à 21,7 millions de dollars s'est accru à l'égard de l'obligation non réglée. De plus, au cours de 1993-1994, les frais d'intérêt et les frais accessoires se sont élevés à 23,8 millions. Ces sommes ont été compensées par des versements sur bail de 28,2 millions, ce qui a donné lieu à une diminution d'intérêts courus nets de 17,3 millions. Par conséquent, l'obligation totale découlant du bail au 31 mars 1994 était de 435,3 millions de dollars.

Au 31 mars 1994, les versements minimaux de location à venir, par année et au total, aux termes du contrat de location-acquisition, étaient les suivants :

| | *(milliers de dollars)* |
|---|---|
| 1995 | 31 293 |
| 1996 | 33 872 |
| 1997 | 35 601 |
| 1998 | 37 541 |
| 1999 | 40 316 |
| Par la suite (*) | 1 242 640 |
| Total des paiements minimaux futurs (*) | **1 421 263** |
| Déduire : Intérêt imputé | (1 003 278) |
| Valeur actuelle des paiements minimaux en vertu de l'obligation de location-acquisition | **417 985** |
| Obligation d'intérêts accumulés | 17 345 |
| Obligation découlant du contrat de location-acquisition | **435 330** |

*(*) Conformément à son intention, la direction a évalué les montants totaux payables aux termes du contrat de location-acquisition en fonction des taux d'intérêt considérés probables pour ce financement amorti sur une période de 30 ans.*

### 13. Variation nette des soldes du fonds de roulement hors caisse

| | **1994** | **1993** |
|---|---|---|
| | *(milliers de dollars)* | |
| Provenance (utilisation) des liquidités : | | |
| Débiteurs | **(1 198)** | 15 968 |
| Émissions réalisées et en cours de production | **(4 933)** | (21 932) |
| Droits sur films et textes et autres frais payés d'avance | **(27 499)** | 665 |
| Créditeurs et charges à payer | **(8 405)** | (3 466) |
| Portion à court terme des contrats de location-acquisition | **196** | (16) |
| Indemnités de vacances à payer | **(3 280)** | 5 181 |
| Obligation d'intérêts courus | **(4 393)** | 21 738 |
| | **(49 512)** | **18 138** |

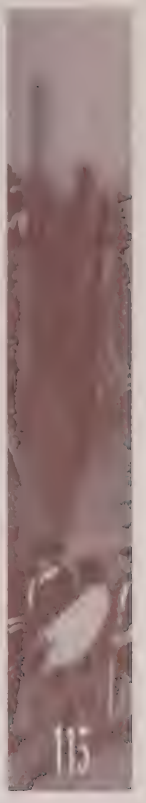
### 14. Engagements

**a. Reliés aux émissions**

Au 31 mars 1994, le total des engagements pour les exercices à venir s'établissait à 400,4 millions de dollars, ce qui comprenait 286,7 millions pour les droits sur les émissions sportives et 113,7 millions pour les achats d'émissions, les droits sur films et les coproductions.

**b. Contrats de location-exploitation**

Au 31 mars, les obligations de la Société relatives aux contrats de location-exploitation étaient les suivantes :




**NOTES AFFÉRENTES AUX ÉTATS FINANCIERS (suite)**

sept ans, depuis le 1er septembre 1989. L'amortissement pour l'exercice totalise 0,7 million (0,7 million en 1993). Le solde de la charge reportée pour CBC Newsworld est de 1,7 million au 31 mars 1994.

**b. Cotisation reportée - régime de retraite (1992-1993)**
Voir note 10.

## 10. Charge de retraite reportée

Les projections faites à partir de la dernière évaluation actuarielle établissent la valeur actualisée estimative des prestations constituées à 2 282,2 millions de dollars au 31 mars 1994 (2 156,5 millions en 1993), ce qui comprend une somme de 9,5 millions (8,2 millions en 1993) au titre des prestations de retraite non provisionnées. On s'est servi de valeurs marchandes relatives pour évaluer l'actif de la Caisse de retraite, lequel, d'après les renseignements financiers au 31 mars 1994, est estimé à 2 292,2 millions de dollars (2 230,5 millions en 1993).

La charge de retraite reportée au 31 mars 1994 s'établit à 27,7 millions de dollars (10,1 millions en 1993, charge reportée) et constitue la différence entre les sommes versées au titre des droits à la retraite constitués et les cotisations obligatoires qui servent au financement du régime.

Pendant l'exercice terminé le 31 mars 1994, la Société a poursuivi la suspension temporaire de la cotisation patronale à la Caisse de retraite de la SRC, mesure qui avait reçu l'approbation du conseil d'administration et qui a été mise en œuvre en janvier 1993.

## 11. Avances du gouvernement du Canada

Les avances du gouvernement du Canada d'une valeur totale de 33 millions de dollars se sont accumulées jusqu'à l'exercice terminé le 31 mars 1981. Ces avances sans intérêt ont été consenties pour le fonds de roulement et deviennent remboursables dès que l'encaisse et les placements à court terme dépassent les besoins en fonds de roulement de la Société.

Depuis l'exercice terminé le 31 mars 1982, la Société reçoit un crédit parlementaire annuel distinct aux fins du fonds de roulement.

## 12. Contrat de location-acquisition

**Centre canadien de radiodiffusion, Toronto**

Conformément à l'approbation donnée par le gouverneur en conseil, la Société a signé, le 30 septembre 1988, une entente avec le promoteur choisi, Cadillac Fairview Corporation Limited, visant le projet de construction du Centre canadien de radiodiffusion, sur le site de la Société au centre-ville de Toronto.

Une fois l'immeuble terminé conformément à la définition figurant dans l'entente de location entre la Société et Cadillac Fairview datée du 14 octobre 1988, la Société a honoré, le 31 août 1991, son bail relatif au Centre de radiodiffusion, qui s'échelonne jusqu'au 30 août 2038. La Société s'engage à payer un loyer en toute circonstance et, en cas de résiliation du bail, au choix de la Société ou autrement, à verser un loyer suffisant pour rembourser tout le financement provisoire et permanent à l'égard de l'immeuble. Cependant, la Société a le droit de se libérer complètement de son obligation découlant du bail et obtenir le droit de propriété du Centre canadien de radiodiffusion, libre de toutes charges, dans 30 ans à compter de la date d'obtention du financement à long terme.

Le 9 juillet 1992, date du quasi-achèvement de la construction du Centre, la Société a pris possession de l'immeuble et enregistré le contrat de location-acquisition. Au 31 mars 1994, la valeur comptable de la propriété en location-acquisition était de 509,9 millions de dollars, dont 481,7 millions financés par l'entremise du promoteur immobilier, le solde de 28,2 millions se rapportant aux dépenses en immobilisations de la SRC relatives à l'immeuble. Au cours des six dernières années, la Société a avancé au promoteur immobilier des fonds totalisant 63,7 millions.





contractuelle est prévu pour plusieurs années. La déduction pour amortissement n'est pas demandée pour les autres immobilisations, étant donné que la totalité du financement connexe est habituellement reçue l'année même de l'acquisition du bien. Aucun montant n'est inscrit dans les états financiers pour ces éléments.

## 7. Placements

### a. Bramalea

En ce qui a trait au Centre canadien de radiodiffusion à Toronto, la Société a conclu, en 1989, des ententes avec Bramalea Limited (Bramalea) en vue de l'aménagement d'un complexe hôtel/résidences et de la cession future des droits aériens relatifs à la composante résidentielle. Le 9 novembre 1992, Bramalea a informé officiellement la Société qu'elle n'était plus en position financière d'honorer ses dispositions contractuelles existantes avec la SRC. Le 12 février 1993, la SRC et Bramalea ont signé un protocole qui réglait toutes les réclamations des deux parties. Le protocole de règlement incluait, notamment, une contrepartie non pécuniaire qui accordait à la Société des actions ordinaires et des bons de souscription à des actions ordinaires de Bramalea. Au cours de l'exercice 1993-1994, la Société a vendu une partie de ces actions.

### b. Programmation Northbridge Inc.

La Société a conclu une entente de coentreprise visant le marketing de services offrant des grilles d'émissions principalement canadiennes à des marchés étrangers. La Société a affirmé que cette coentreprise était la façon la plus efficace de commercialiser les émissions de la SRC dans ces marchés. Au 31 mars 1994, la Société avait investi 1,3 million de dollars comptabilisés à la valeur de consolidation. Les fonds de cette coentreprise se trouvaient principalement sous forme d'encaisse et de placements à court terme.

## 8. Immobilisations

| | 1994 | | | 199 |
|---|---|---|---|---|
| | | | *(milliers de dollars)* | |
| | Coût | Amortissement cumulé | Valeur comptable nette | Valeur comptable nette |
| Terrains | 36 362 | — | 36 362 | 36 18 |
| Immeubles | 315 454 | 158 220 | 157 234 | 159 71 |
| Équipement technique | 976 027 | 512 610 | 463 417 | 426 24 |
| Mobilier, matériel de bureau et ordinateurs | 59 374 | 34 628 | 24 746 | 31 99 |
| Véhicules | 23 956 | 13 605 | 10 351 | 5 83 |
| Améliorations locatives | 4 780 | 3 948 | 832 | 1 15 |
| Biens en location-acquisition | 511 223 | 16 198 | 495 025 | 500 88 |
| Projets d'immobilisations en cours | 86 587 | — | 86 587 | 104 92 |
| | 2 013 763 | 739 209 | 1 274 554 | 1 266 93 |

## 9. Charges reportées

### a. CBC NEWSWORLD

Au cours de l'exercice 1988-1989, la Société s'est vu accorder une licence pour exploiter la chaîne d'information de langue anglaise CBC Newsworld. En 1992-1993, cette licence a été renouvelée pour une période de sept ans. Le total des coûts de développement relatifs à cette entreprise se chiffrait à 6,5 millions de dollars au 31 août 1989. Ces coûts sont amortis sur une période de




## OTES AFFÉRENTES AUX ÉTATS FINANCIERS (suite)

***CBC Newsworld***

La Société exploite la chaîne CBC Newsworld en vertu d'une condition de licence qui exige que la SRC rende compte des coûts et des revenus marginaux relatifs de cette entreprise. Conformément à cette condition, la Société déclarera les résultats suivants pour 1994 et a déjà fourni au Conseil de la radiodiffusion et des télécommunications canadiennes les chiffres de 1993.

| | 1994 | 1993 |
|---|---|---|
| | *(millions de dollars)* | |
| wsworld | | |
| ûts marginaux | **46,0** | 33,1 |
| venus marginaux | **47,3** | 32,7 |

Au 31 mars 1994, les revenus marginaux excédentaires cumulatifs qui ont été conservés pour les activités futures de CBC Newsworld totalisaient 1,7 million de dollars. Ces activités font partie intégrante de l'exploitation de la Société. Les coûts marginaux sont compris dans les dépenses des services spécialisés indiquées ci-dessus et les revenus marginaux sont déclarés comme revenus.

### Programmes de réduction des dépenses

En 1993-1994, le conseil d'administration a approuvé le maintien des mesures d'amélioration de la productivité et d'efficacité mises en oeuvre en 1991-1992 et en 1992-1993 en vue de combler les manques à gagner prévus en matière de financement pour les activités des années à venir et d'éviter ainsi de devoir réduire les services. Les dépenses engagées dans le cadre de ce programme, attribuables principalement aux départs volontaires d'employés, se résument comme suit :

| | 1994 | 1993 |
|---|---|---|
| | *(millions de dollars)* | |
| Dépenses | | |
| Postes nécessitant des fonds d'exploitation courants | **15,1** | 16,1 |
| Postes ne nécessitant pas des fonds d'exploitation courants | **0,3** | — |
| Total des dépenses | **15,4** | **16,1** |
| Moins : Dépenses des exercices précédents | **6,1** | 5,4 |
| Dépenses nettes | **9,3** | **10,7** |

### 6. Impôt sur le revenu et impôt des grandes sociétés

En tant que société d'État visée par la partie LXXI du Règlement de l'impôt sur le revenu, la SRC est assujettie aux dispositions de la Loi de l'impôt sur le revenu (Canada), mais pas aux impôts provinciaux sur le revenu.

Pendant l'exercice, la Société a engagé une dépense de 2,7 millions de dollars au titre de l'impôt des grandes sociétés.

La Société affiche des écarts temporaires nets de 123,9 millions de dollars (1993 - 102,5 millions) qui découlent des postes de revenus et de dépenses déclarés à des fins fiscales dans des périodes autres que comptables. En général, ces écarts temporaires résultent de la comptabilisation des charges à payer au titre du régime de retraite et des indemnités de cessation d'emploi, ainsi que de la déduction pour amortissement du contrat de location-acquisition de longue durée, lorsque le financement de l'obligation



## NOTES AFFÉRENTES AUX ÉTATS FINANCIERS (suite)

Un résumé des postes du rapprochement entre l'état des revenus et dépenses et le financement gouvernemental figure ci-dessous :

| | 1994 | 1993 |
|---|---|---|
| | *(milliers de dollars)* | |
| Postes compris dans l'état des revenus et dépenses et ne nécessitant ou ne produisant pas des fonds d'exploitation courant | | |
| Éléments de revenus liés aux immobilisations | | |
| (Gain) perte découlant de l'aliénation d'immobilisations et de placements | **(168)** | 3 152 |
| Contributions aux projets d'immobilisations | **(1 505)** | (2 685) |
| | **(1 673)** | **467** |
| Élément de revenus lié à l'exploitation | | |
| Placement | — | (2 200) |
| Dépenses liées à l'exploitation | | |
| Amortissement des immobilisations | **127 727** | 80 311 |
| Intérêt débiteur sur le contrat de location-acquisition | **17 345** | 21 738 |
| Indemnités de cessation d'emploi et de vacances | **(1 812)** | 2 864 |
| Coûts des stocks d'émissions | **(2 681)** | (9 770) |
| Charge de retraite reportée | **38 026** | 3 267 |
| | **178 605** | **98 410** |
| Déduire : | | |
| Poste non compris dans l'état des revenus et dépenses et nécessitant des fonds d'exploitation courants | **21 738** | — |
| Postes nets ne nécessitant pas des fonds d'exploitation courants | **155 194** | **96 677** |

### 4. Services spécialisés

La Société exploite deux services spécialisés, à savoir CBC Newsworld et Radio Canada International (RCI), et a géré les chaînes parlementaires jusqu'à la résiliation, le 30 septembre 1992, de l'entente conclue avec le Président de la Chambre des communes. RCI est exploité en vertu d'une entente avec le ministre des Affaires étrangères aux termes de laquelle les coûts du service sont récupérés à même son financement.

Le coût total de ces services spécialisés pour l'exercice ainsi que les résultats comparatifs pour 1993 se présentent comme suit :

| | 1994 | 1993 |
|---|---|---|
| | *(millions de dollars)* | |
| Coûts des services spécialisés | **63,0** | 48,7 |
| Moins : | | |
| Aide gouvernementale | **16,1** | 15,3 |
| Dépenses nettes | **46,9** | **33,4** |



## OTES AFFÉRENTES AUX ÉTATS FINANCIERS (suite)

**e. Contrats de location-acquisition**

Les biens inscrits en vertu de contrats de location-acquisition sont amortis selon la méthode linéaire sur la durée d'utilisation prévue des biens ou sur la durée des contrats de location, selon le cas. Les obligations afférentes sont réduites par les loyers versés moins les intérêts implicites.

**f. Coûts et obligations associés au régime de retraite**

La Société souscrit à un régime de retraite à prestations déterminées qui offre diverses rentes de retraite fondées sur le nombre d'années de service et le salaire moyen en fin de carrière. En outre, elle absorbe les coûts administratifs connexes à la gestion des mécanismes de pension.

Le coût des prestations de retraite accumulées par les employés est déterminé au moyen d'une méthode de répartition fondée sur une évaluation actuarielle en vertu de laquelle les hausses salariales projetées, s'il y a lieu, sont attribuées au prorata des années de service et imputées aux dépenses au fur et à mesure que s'écoulent les années de service. Ce coût tient compte de l'hypothèse la plus probable retenue par la direction concernant le rendement prévu des placements de la Caisse de retraite, l'augmentation des salaires, le taux de mortalité des participants, le nombre de départs et l'âge de la retraite des participants. L'excédent reconnu lors de l'introduction de la présente convention comptable, les rajustements découlant des modifications apportées au régime, les excédents et les déficits actuariels et les modifications dans les hypothèses sont amortis sur la durée moyenne estimative du reste de la carrière active du groupe d'employés.

La différence entre les sommes dépensées accumulées et les contributions de financement constatée dans le bilan une charge reportée à long terme ou une charge de retraite reportée selon le cas.

**g. Indemnités de cessation d'emploi et de vacances**

Les indemnités de cessation d'emploi et de vacances sont comptabilisées comme dépenses au fur et à mesure qu'elles s'accumulent selon les conditions d'emploi.

(i) Les indemnités de cessation d'emploi sont calculées sur une base actuarielle en tenant compte des paiements prévus à venir, des probabilités de paiements et de l'écart d'actualisation à la date d'évaluation. La valeur actuelle du coût projeté est inscrite dans les états financiers comme un passif à long terme.

(ii) Les indemnités de vacances sont évaluées au prix coûtant selon les échelles salariales en vigueur à la fin de l'exercice pour toutes les indemnités de vacances inutilisées qui s'accumulent au crédit des employés.

## 3. Crédits parlementaires

La Société reçoit chaque année des crédits du Parlement du Canada. On trouvera ci-dessous la ventilation des crédits approuvés et des paiements reçus par la Société en 1994 et 1993 :

| | 1994 | 1993 |
|---|---|---|
| | *(milliers de dollars)* | |
| Crédits | | |
| Exploitation | **954 662** | 959 062 |
| Immobilisations | **130 877** | 146 684 |
| Fonds de roulement | **4 000** | 4 000 |
| | **1 089 539** | **1 109 746** |





# NOTES AFFÉRENTES AUX ÉTATS FINANCIERS

## 1. Pouvoirs et objectif

La Société Radio-Canada a d'abord été constituée en vertu de la Loi canadienne sur la radiodiffusion de 1936, puis maintenue en vertu des lois sur la radiodiffusion de 1958, 1968 et 1991. Elle est mandataire de Sa Majesté, et tout bien qu'elle acquiert devient la propriété de cette dernière.

À titre de radiodiffuseur public national, la Société Radio-Canada offre des services de radio et de télévision dans les deux langues officielles comportant une programmation qui est principalement et typiquement canadienne, afin de refléter la globalité canadienne et de rendre compte de la diversité régionale du pays, tant au plan national qu'au niveau régional.

## 2. Principales conventions comptables

### a. Crédits parlementaires

Les crédits parlementaires que reçoit la Société servent aux dépenses d'exploitation, conformément à la politique du gouvernement du Canada concernant le financement des activités courantes, et sont comptabilisés comme revenus. Les crédits parlementaires pour immobilisations et ceux du fonds de roulement sont portés au compte du fonds effectif.

### b. Émissions réalisées et en cours de production

Les émissions réalisées et en cours de production sont inscrites au prix coûtant. Le prix coûtant comprend le coût des biens et services, ainsi que la part de la main-d'oeuvre et des frais généraux imputable aux émissions.

Les coûts des émissions sont imputés à l'exploitation au moment de la diffusion ou lorsque les émissions sont jugées inutilisables.

### c. Droits sur films

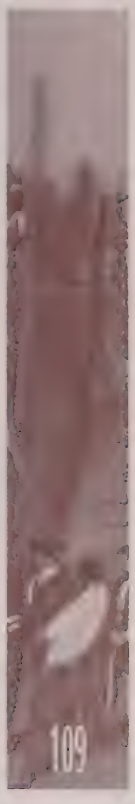
La Société prend des engagements contractuels pour les droits de diffusion de films. Ces engagements figurent dans les comptes à titre de « droits sur films payés d'avance » à mesure que les paiements sont effectués selon les dispositions de chaque contrat. Ces droits sont imputés à l'exploitation au moment de la diffusion des films ou lorsque ceux-ci sont jugés inutilisables.

### d. Immobilisation

Les immobilisations sont inscrites au prix coûtant. Le coût des biens construits par la Société comprend les matériaux, les services d'ingénierie, les frais directs de main-d'oeuvre et les frais généraux qui s'y rapportent. L'amortissement est calculé selon la méthode linéaire en fonction de taux basés sur la durée d'utilisation prévue des biens, comme suit :

| | |
|---|---|
| • Immeubles | 33 ans |
| • Équipement technique | |
| Émetteurs et pylônes | 20 ans |
| Autres | 10 ans |
| • Mobilier et matériel de bureau | 10 ans |
| • Véhicules | 5 ans |
| • Ordinateurs | 5 ans |

Les améliorations locatives dites « importantes » sont capitalisées et amorties selon la durée du contrat de location (durée maximale de cinq ans). Les sommes relatives aux projets d'immobilisations en cours sont reportées à la rubrique appropriée des immobilisations lorsque le projet est achevé, et elles sont alors amorties conformément à la politique de la Société.




## ÉTAT DE L'ÉVOLUTION DE L'ENCAISSE

*pour l'exercice terminé le 31 mars 1994*

| | 1994 | 1993 |
|---|---|---|
| | *(milliers de dollars)* | |
| **Activités d'exploitation** | | |
| Excédent des dépenses sur les revenus | **(152 376)** | (76 414) |
| Moins : Éléments liés aux immobilisations | **(1 673)** | 467 |
| Postes hors caisse | | |
| Amortissement des immobilisations | **127 727** | 80 311 |
| Placement | **—** | (2 200) |
| Amortissement de la charge reportée | **710** | 710 |
| Indemnités de cessation d'emploi | **1 468** | (1 270) |
| Charge de retraite reportée | **37 815** | 3 267 |
| Variation nette des soldes du fonds de roulement hors caisse (Note 13) | **(49 512)** | 18 138 |
| | **(35 841)** | **23 009** |
| **Activités de financement** | | |
| Crédits parlementaires (note 3) | | |
| Immobilisations | **130 877** | 146 684 |
| Fonds de roulement | **4 000** | 4 000 |
| Produits de l'aliénation des immobilisations et placement/ financement provenant d'autres organismes | **3 349** | 3 327 |
| Obligations assumées en vertu d'un contrat de location-acquisition | **4 211** | 413 774 |
| | **142 437** | **567 785** |
| **Activités d'investissement** | | |
| Acquisition d'immobilisations | **(132 509)** | (149 375) |
| Portion de capital des paiements de location-acquisition | **(811)** | (180) |
| Immeuble et équipement acquis en vertu d'un contrat de location-acquisition | **(4 211)** | (413 774) |
| Participation dans une coentreprise | **(1 350)** | — |
| | **(138 881)** | **(563 329)** |
| (Diminution) augmentation de l'encaisse et des placements à court terme | **(32 285)** | **27 465** |
| Encaisse et placements à court terme, début de l'exercice | **68 330** | 40 865 |
| Encaisse et placements à court terme, fin de l'exercice | **36 045** | **68 330** |

Les notes ci-jointes et l'annexe A font partie intégrante des états financiers.



## ÉTAT DU COMPTE DU FONDS EFFECTIF

*pour l'exercice terminé le 31 mars 1994*

| | 1994 | 1993 |
|---|---|---|
| | *(milliers de dollars)* | |
| Solde, début de l'exercice | **774 321** | **700 051** |
| Ajouter (déduire) : | | |
| Crédits parlementaires (note 3) | | |
| Immobilisations | **130 877** | 146 684 |
| Fonds de roulement | **4 000** | 4 000 |
| Excédent de l'exercice | **2 818** | 20 263 |
| Postes nets ne nécessitant pas des fonds d'exploitation courants (note 3) | **(155 194)** | (96 677) |
| Solde, fin de l'exercice | **756 822** | **774 321** |

Les notes ci-jointes et l'annexe A font partie intégrante des états financiers.




**BILAN**

*au 31 mars 1994*

| | 1994 | 1993 |
|---|---|---|
| | *(milliers de dollars)* | |
| ***Actif*** | | |
| **À court terme** | | |
| Encaisse et placements à court terme | **36 045** | 68 330 |
| Débiteurs | **87 375** | 86 177 |
| Émissions réalisées et en cours de production | **101 559** | 96 626 |
| Droits sur films et textes et autres frais payés d'avance | **77 541** | 50 042 |
| | **302 520** | **301 175** |
| Placements (note 7) | **3 250** | 2 200 |
| Immobilisations (note 8) | **1 274 554** | 1 266 936 |
| Charges reportées (note 9) | **1 717** | 12 530 |
| | **1 582 041** | **1 582 841** |
| ***Passif*** | | |
| **À court terme** | | |
| Créditeurs et charges à payer | **157 688** | 166 093 |
| Indemnités de vacances à payer | **57 900** | 61 180 |
| Intérêts courus sur le contrat de location-acquisition | **17 345** | 21 738 |
| | **232 933** | **249 011** |
| **À long terme** | | |
| Indemnités de cessation d'emploi | **113 589** | 112 121 |
| Charge de retraite reportée (note 10) | **27 712** | — |
| Avances du gouvernement du Canada (note 11) | **33 000** | 33 000 |
| Obligation en vertu du contrat de location-acquisition (note 12) | **417 985** | 414,388 |
| | **592 286** | **559 509** |
| ***Fonds effectif*** | | |
| Compte du fonds effectif | **756 822** | 771 321 |
| | **1 582 041** | **1 582 841** |

Les notes ci-jointes et l'annexe A font partie intégrante des états financiers.

Approuvé au nom du conseil d'administration :

Le vice-président aux Finances et à l'Administration.

Un administrateur.

Un administrateur.





*Annexe 1*

**TABLEAU DES SERVICES DE TÉLÉVISION ET DE RADIO**

*pour l'exercice terminé le 31 mars 1994*

| | 1994 | 1993 |
|---|---|---|
| | *(milliers de dollars)* | |
| ***Services de télévision*** | | |
| Activités de programmation | | |
| Langue anglaise | | |
| Réseau | **399 761** | 376 100 |
| Contributions régionales au réseau | **64 714** | 60 465 |
| Régions | **87 958** | 81 103 |
| Langue française | | |
| Réseau | **255 768** | 245 297 |
| Contributions régionales au réseau | **24 630** | 24 780 |
| Régions | **39 275** | 37 704 |
| | **872 106** | **825 449** |
| Activités de distribution | | |
| Distribution à partir des réseaux/stations | **95 378** | 99 281 |
| Paiements aux stations privées | **17 852** | 17 950 |
| | **113 230** | **117 231** |
| | **985 336** | **942 680** |
| ***Services de radio*** | | |
| Activités de programmation | | |
| Langue anglaise | | |
| Réseau | **73 602** | 64 776 |
| Contributions régionales au réseau | **25 045** | 23 311 |
| Régions | **77 808** | 74 864 |
| Langue française | | |
| Réseau | **49 998** | 50 587 |
| Contributions régionales au réseau | **10 198** | 7 944 |
| Régions | **44 311** | 43 032 |
| | **280 962** | **264 514** |
| Activités de distribution | **43 827** | **42 875** |
| | **324 789** | **307 389** |

Les notes ci-jointes font partie intégrante des états financiers.




## ÉTAT DES REVENUS ET DÉPENSES ET RAPPROCHEMENT EN FONCTION DU FINANCEMENT GOUVERNEMENTAL

*pour l'exercice terminé le 31 mars 1994*

| | 1994 | 1993 |
|---|---|---|
| | *(milliers de dollars)* | |
| **Revenus** | | |
| Crédit parlementaire d'exploitation (note 3) | **954 662** | 929 062 |
| Publicitaires nets | **299 282** | 304 574 |
| Divers | **75 128** | 67 265 |
| | **1 329 072** | **1 331 901** |
| **Dépenses** | | |
| Services de télévision (voir l'annexe A) | **985 336** | 942 680 |
| Services de radio (voir l'annexe A) | **324 789** | 307 389 |
| Services nationaux de l'administration et de l'ingénierie | **63 724** | 63 915 |
| Vente et commercialisation | **48 699** | 47 580 |
| Services spécialisés (note 4) | **46 854** | 33 401 |
| Programmes de réduction des dépenses (note 5) | **9 338** | 10 659 |
| **Total des dépenses avant impôts** | **1 478 740** | **1 405 624** |
| Impôt sur le revenu et impôt des grandes sociétés (note 6) | **2 708** | 2 691 |
| **Total des dépenses après impôts** | **1 481 448** | **1 408 315** |
| **Excédent des dépenses sur les revenus** | **152 376** | **76 414** |
| **Rapprochement en fonction du financement gouvernemental** | | |
| Déduire : Postes nets ne nécessitant pas des fonds d'exploitation courants (note 3) | **155 194** | 96 677 |
| **Excédent de l'exercice** | **2 818** | **20 263** |
| **Excédent (déficit), début de l'exercice** | **19 169** | (1 094) |
| **Excédent, fin de l'exercice** | **21 987** | **19 169** |

Les notes ci-jointes et l'annexe A font partie intégrante des états financiers.



## RESPONSABILITÉ DE LA DIRECTION À L'ÉGARD DES ÉTATS FINANCIERS

Les états financiers et tous les autres renseignements figurant dans le présent rapport annuel relèvent de la direction et ils ont été examinés et approuvés par le conseil d'administration de la Société. Les états financiers, qui comprennent aussi des chiffres fondés sur la meilleure appréciation découlant de l'expérience et du jugement de la direction, ont été préparés avec soin, en fonction de l'importance relative des opérations et selon les principes comptables généralement reconnus.

La direction de la Société tient des livres et des documents comptables, de même que des systèmes de contrôle et d'information à des fins de gestion financière et administrative, qui sont conçus pour la production de renseignements financiers fiables et exacts en temps opportun. Ces contrôles permettent de garantir raisonnablement que les biens sont protégés, que les ressources sont gérées avec économie et efficacité en vue de la réalisation des objectifs de la Société, que les opérations sont effectuées de façon efficace et que les transactions sont conformes à la Loi sur la radiodiffusion et aux règlements administratifs de la Société.

Il incombe au vérificateur interne de la Société d'évaluer les systèmes, les méthodes et les pratiques de la Société. Le vérificateur général du Canada effectue une vérification indépendante des états financiers de la Société et en fait un compte rendu à la Société Radio-Canada et au ministre du Patrimoine canadien.

Le Comité de vérification du conseil d'administration, qui comprend sept personnes, dont aucune n'est membre de la direction, revoit les états financiers ainsi que le rapport du vérificateur général y afférent, et fait des recommandations au conseil d'administration à cet égard. Il supervise les activités de vérification interne et rencontre régulièrement la direction, le vérificateur interne et le vérificateur général du Canada pour discuter du processus d'établissement des rapports financiers ainsi que des questions concernant la vérification, la comptabilité et les rapports.

Le président-directeur général,

Le vice-président
aux Finances et à l'Administration,

## RAPPORT DU VÉRIFICATEUR

Au conseil d'administration de la Société Radio-Canada
et au ministre désigné du Patrimoine canadien

J'ai vérifié le bilan de la Société Radio-Canada au 31 mars 1994 et les états des revenus et dépenses et rapprochement en fonction du financement gouvernemental, du compte du fonds effectif et de l'évolution de l'encaisse de l'exercice terminé à cette date. La responsabilité de ces états financiers incombe à la direction de la Société. Ma responsabilité consiste à exprimer une opinion sur ces états financiers en me fondant sur ma vérification.

Ma vérification a été effectuée conformément aux normes de vérification généralement reconnues. Ces normes exigent que la vérification soit planifiée et exécutée de manière à fournir un degré raisonnable de certitude quant à l'absence d'inexactitudes importantes dans les états financiers. La vérification comprend le contrôle par sondages des éléments probants à l'appui des montants et des autres éléments d'information fournis dans les états financiers. Elle comprend également l'évaluation des principes comptables suivis et des estimations importantes faites par la direction, ainsi qu'une appréciation de la présentation d'ensemble des états financiers.

À mon avis, ces états financiers présentent fidèlement, à tous égards importants, la situation financière de la Société au 31 mars 1994 ainsi que les résultats de son exploitation et l'évolution de son encaisse pour l'exercice terminé à cette date selon les principes comptables généralement reconnus. Conformément aux exigences de la Loi sur la radiodiffusion, je déclare qu'à mon avis ces principes ont été appliqués de la même manière qu'au cours de l'exercice précédent.

De plus, à mon avis, les opérations de la Société dont j'ai eu connaissance au cours de ma vérification des états financiers ont été effectuées, à tous égards importants, conformément à la partie III de la Loi sur la radiodiffusion et aux règlements administratifs de la Société.

Le vérificateur général du Canada,

L. Denis Desautels, FCA

Ottawa, Canada
le 2 juin 1994




APERÇU FINANCIER (suite)

## DÉPENSES EN IMMOBILISATIONS

Les dépenses totales en immobilisations (133,3 millions de dollars) étaient inférieures de 16,3 millions à celles de l'exercice précédent (149,6 millions). Cette diminution est liée à des réaménagements de crédits.

La Société a un modèle de planification des immobilisations très détaillé qui permet d'évaluer tous les projets et de les classer selon leur priorité au moyen de critères et de mesures des activités. Étant donné la désuétude physique et opérationnelle de l'équipement, les projets qui correspondent à ce critère reçoivent la plus haute priorité dans les limites des crédits d'immobilisations.

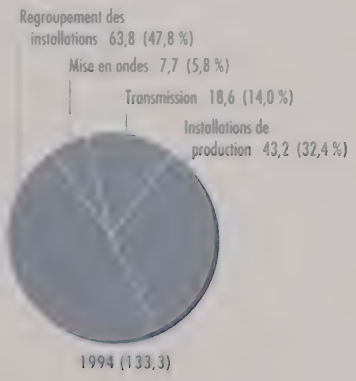
Conformément à ce processus, les dépenses totales en immobilisations se sont réparties comme suit en 1993-1994 :

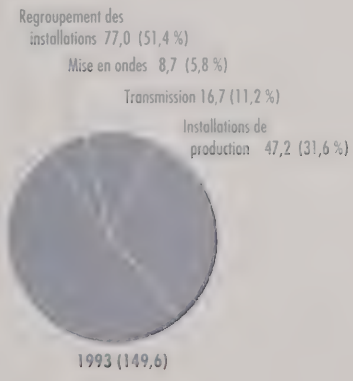
- 63,8 millions ont été attribués au regroupement des installations, surtout dans le Centre canadien de radiodiffusion à Toronto ainsi qu'à Windsor.
- 43,2 millions ont été attribués aux installations de production, lesquelles comprennent tout l'équipement de production proprement dit, les applications informatiques, les études de recherche et de développement, le matériel d'essai, etc., qui sont principalement utilisés dans la production des émissions diffusées.
- 18,6 millions ont été attribués à la transmission, qui comprend tous les projets visant à assurer la livraison du signal de la régie centrale au grand public.
- 7,7 millions ont été attribués à la mise en ondes, c'est-à-dire aux installations utilisées jusqu'au point où un signal quitte la régie centrale. Cela comprend les installations de cabine et d'acheminement connexe, le matériel pour insérer la publicité et les centres à retard.

**Dépenses en immobilisations**

exercices terminés le 31 mars

(millions de dollars)







ment au poste de la paie, en raison du nombre réduit de journées de salaire à payer par rapport à l'année précédente. La diminution de 3,3 millions des indemnités de vacances à payer s'explique par la réduction des crédits accumulés de congés. La Société continuera de surveiller ces crédits de congés en 1994-1995 afin de [illegible]

La diminution de 4,4 millions de dollars de l'obligation au titre des intérêts à payer est entièrement liée au prêt hypothécaire à paiements différés du Centre canadien de radiodiffusion. En effet, les taux d'intérêt à court terme favorables ont fait en sorte que le versement de l'exercice courant était suffisant pour payer l'intérêt débiteur de l'année précédente et une partie de celui de l'année courante.

Le passif à long terme de 592,3 millions de dollars est en augmentation de 32,8 millions par rapport à l'exercice précédent. De cette augmentation totale, 27,7 millions ont trait à la charge de retraite reportée (qui est la différence entre les sommes dépensées accumulées et les contributions de financement requises), 3,6 millions se rapportent à l'obligation en vertu du contrat de location-acquisition du Centre canadien de radiodiffusion, et 1,5 million est attribuable aux indemnités de cessation d'emploi, qui traduisent le vieillissement des effectifs de la Société.

## CONDITION FINANCIÈRE

L'État de l'évolution de l'encaisse présente la provenance et l'emploi des fonds de la Société. L'encaisse pa activité d'exploitation comprend l'excédent des dépenses sur les revenus, tel qu'il est déclaré dans l'État des revenus et dépenses et rapprochement en fonction du financement gouvernemental, avec rajustements en fonc tion d'éléments liés aux immobilisations et d'autres qui ne comportent pas de décaissements ou d'encaissement pendant l'exercice (c.-à-d. l'amortissement des immobili sations et des charges reportées, l'intérêt débiteur du Centre canadien de radiodiffusion, les indemnités de cessation d'emploi et la cotisation reportée au régime d retraite), ainsi que la variation nette des soldes du fond de roulement hors caisse (voir note 13).

L'encaisse provenant des activités de financement comprend principalement les crédits parlementaires pour le immobilisations et le fonds de roulement. Les crédits d'immobilisations de 130,9 millions de dollars sont en baisse de 15,8 millions, principalement en raison d'un virement de 8,7 millions vers les crédits d'exploitation. Les obligations assumées en vertu du contrat de location-acquisition ont diminué considérablement, soit de 409,6 millions, du fait que le bail du Centre canadien de radiodiffusion a été établi l'année précédente, c'est-à-dire en 1992-1993.

À noter que, même si la Société n'avait pas le pouvoir d'emprunter pendant l'exercice 1993-1994, le gouvernement a annoncé dans son budget du 22 février 1994 qu'il prévoit accorder un pouvoir d'emprunt limité à la SRC. Ce pouvoir d'emprunt donnera à la SRC une plus grande souplesse pour investir dans certaines activités, sous réserve de conditions précises de récupération des coûts.




APERÇU FINANCIER (suite)

## SERVICES SPÉCIALISÉS

| | 93-94 | 92-93 | Augmentation (Diminution) | |
|---|---|---|---|---|
| | *(millions de dollars)* | | *$* | *%* |
| Total des dépenses d'exploitation | **46,9** | 33,4 | 13,5 | 40,4 |
| Moins : | | | | |
| Postes ne nécessitant pas des fonds d'exploitation | **2,4** | 1,8 | 0,6 | 33,3 |
| Total des activités nécessitant des fonds d'exploitation courants | **44,5** | 31,6 | 12,9 | 40,8 |

Cette activité comprend CBC Newsworld, qui fonctionne sur une base d'autofinancement, et Radio Canada International, qui est exploité dans le cadre d'une entente conclue avec le ministre des Affaires étrangères et en vertu de laquelle le coût du service est récupéré à partir de sa source de financement.

L'augmentation de 13,5 millions de dollars du total des dépenses d'exploitation est principalement attribuable à CBC Newsworld, qui compense ces dépenses accrues au moyen des revenus marginaux générés par les abonnements au câble. La hausse de 0,6 million (33,3 %) enregistrée aux postes ne nécessitant pas des fonds d'exploitation s'explique principalement par la suspension de la cotisation patronale à la Caisse de retraite.

## SITUATION FINANCIÈRE

### *Actif*

Le total de l'actif (1 582 millions de dollars) affiche une diminution minime de 0,8 million par rapport à l'exercice précédent. L'actif à court terme s'est accru de 1,3 million, tandis que les immobilisations et autres éléments d'actif ont diminué de 2,1 millions.

Dans l'actif à court terme, l'encaisse et les placements à court terme ont diminué de 32,3 millions de dollars, tandis qu'il y a eu des augmentations de 27,5 millions au titre des droits sur films et textes et autres frais payés d'avance et de 4,9 millions pour les émissions réalisées et en cours de production. Les comptes débiteurs affichent une hausse minime de 1,2 million.

Dans les immobilisations et autres éléments d'actif, les charges reportées ont diminué de 10,8 millions de dollars, principalement en raison d'une réduction de la cotisation reportée au régime de retraite. Les immobilisations affichent une augmentation minime de 7,9 millions, du fait que l'amortissement de l'exercice a été légèrement inférieur aux investissements dans de nouvelles immobilisations. L'augmentation nette de 1,1 million au poste des placements s'explique par la participation de 1,3 million de la Société à une coentreprise ainsi que par la réduction de 0,2 million de la valeur comptable d'actions qui étaient détenues en portefeuille.

### *Passif*

Le total du passif à court terme (232,9 millions de dollars) affiche une baisse de 16,1 millions par rapport à l'exercice précédent. Les comptes créditeurs et les charges à payer ont diminué de 8,4 millions, principale-





Au total, les activités de distribution de la radio nécessitant des fonds d'exploitation ont augmenté de 0,5 million de dollars (1,4 %). Cette augmentation, qui s'explique en partie par l'inflation, la réorganisation des services et les coûts du soutien de l'exploitation, a été annulée par la réduction liée à la suspension de la cotisation patronale à la Caisse de retraite.

## SERVICES NATIONAUX DE L'ADMINISTRATION ET DE L'INGÉNIERIE

| | 93-94 | 92-93 | Augmentation (Diminution) | |
|---|---|---|---|---|
| | *(millions de dollars)* | | *$* | *%* |
| Total des dépenses d'exploitation | **63,7** | 63,9 | (0,2) | (0,3) |
| Moins : | | | | |
| Postes ne nécessitant pas des fonds d'exploitation courants | **7,4** | 3,9 | 3,5 | 89,7 |
| Total des activités nécessitant des fonds d'exploitation courants | **56,3** | **60,0** | **(3,7)** | **(6,2)** |

Cette activité comprend les dépenses associées aux fonctions institutionnelles (comme la haute direction, l'établissement des politiques et des normes, la planification institutionnelle et les relations extérieures) ainsi que les services de l'ingénierie (p. ex., la recherche appliquée, le développement, la formation, les services d'architecture et de conception, et les normes techniques).

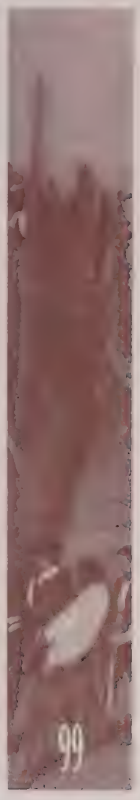
Le total des coûts d'exploitation a diminué de 0,2 million de dollars par rapport à l'année précédente. L'augmentation enregistrée aux postes ne nécessitant pas des fonds d'exploitation courants s'explique par la suspension de la cotisation patronale à la Caisse de retraite, qui est l'origine de la diminution de 3,7 millions du total des activités nécessitant des fonds d'exploitation courants.

## VENTE ET COMMERCIALISATION

| | 93-94 | 92-93 | Augmentation (Diminution) | |
|---|---|---|---|---|
| | *(millions de dollars)* | | *$* | *%* |
| Total des dépenses d'exploitation | **48,7** | 47,6 | 1,1 | 2,3 |
| Moins : | | | | |
| Postes ne nécessitant pas des fonds d'exploitation courants | **3,2** | 1,1 | 2,1 | 190,9 |
| Total des activités nécessitant des fonds d'exploitation courants | **45,5** | **46,5** | **(1,0)** | **(2,2)** |

Cette activité comprend les dépenses associées à la commercialisation et à la vente de temps d'antenne aux annonceurs, ainsi que les coûts liés à la vente d'émissions à d'autres radiodiffuseurs.

L'augmentation de 1,1 million de dollars du total des dépenses d'exploitation s'explique principalement par les efforts déployés pour vendre du temps d'antenne aux annonceurs. Les postes ne nécessitant pas des fonds d'exploitation courants ont augmenté de 2,1 millions, surtout en raison de la suspension de la cotisation patronale à la Caisse de retraite, laquelle explique aussi la réduction de 1 million du total des activités nécessitant des fonds d'exploitation courants.




## APERÇU FINANCIER (suite)

### *Activités de programmation de la radio*

Les activités de programmation des services de radio comprennent les trois mêmes éléments principaux que les services de télévision. Voici les totaux comparatifs pour ces éléments :

| | 93-94 | 92-93 | Augmentation (Diminution) | |
|---|---|---|---|---|
| | *(millions de dollars)* | | *$* | *%* |
| Coûts directs | **56.5** | 54.3 | 2.2 | 4.0 |
| Production | **195.9** | 184.1 | 11.8 | 6.4 |
| Soutien de l'exploitation | **28.6** | 26.2 | 2.4 | 9.2 |
| Total des dépenses d'exploitation | **281.0** | **264.6** | **16.4** | **6.2** |
| Moins : Postes ne nécessitant pas des fonds d'exploitation | **34.2** | 15.6 | 18.6 | 119.2 |
| Total des activités de programmation nécessitant des fonds d'exploitation courants | **246.8** | **249.0** | **(2.2)** | **(0.9)** |

Les coûts directs de 56.5 millions de dollars ont été engagés dans les catégories d'émissions suivantes : nouvelles et actualités, 26 millions; musique sérieuse, 10.1 millions; variétés, 5.2 millions; sports, 1.7 million; dramatiques, 1.5 million; autres catégories, 11.7 millions.

L'augmentation de 2.2 millions de dollars des coûts directs se rapporte principalement aux nouvelles et actualités (1.2 million pour la couverture des élections fédérales), à la musique sérieuse (0.8 million) et aux autres catégories (0.2 million).

Le total des coûts de production (195.9 millions de dollars) est en hausse de 11.8 millions (6.4 %) par rapport à celui de l'année précédente. La hausse s'explique par des éléments tels que l'amortissement d'immobilisations comme le Centre canadien de radiodiffusion, l'augmentation des coûts d'occupation du Centre canadien de radiodiffusion (première année complète d'exploitation) et les activités accrues de formation.

Les dépenses de 28.6 millions de dollars au titre du soutien de l'exploitation sont en hausse de 2.4 millions (9.2 %) par rapport à l'année précédente. Cette hausse est liée à la réorganisation des services, à l'augmentation des coûts d'occupation du Centre canadien de radiodiffusion (première année complète de fonctionnement) et aux activités accrues de formation. Comme il a été indiqué précédemment, la majorité des coûts d'occupation liés au Centre canadien de radiodiffusion ne nécessitent pas des fonds d'exploitation courants.

### *Activités de distribution de la radio*

| | 93-94 | 92-93 | Augmentation (Diminution) | |
|---|---|---|---|---|
| | *(millions de dollars)* | | *$* | *%* |
| Total des dépenses d'exploitation | **43.8** | 42.8 | 1.0 | 2.3 |
| Moins : Postes ne nécessitant pas des fonds d'exploitation | **8.5** | 8.0 | 0.5 | 6.3 |
| Total des activités de distribution nécessitant des fonds d'exploitation courants | **35.3** | 34.8 | **0.5** | 1.4 |

Les dépenses de 43.8 millions de dollars au chapitre des activités de distribution ont augmenté de 1 million (2.3 %) par rapport à l'exercice précédent. Cet élément comprend la location des satellites, les émetteurs principaux, les liaisons des studios aux émetteurs, le soutien technique et de l'exploitation ainsi que d'autres dépenses connexes.

Les postes ne nécessitant pas des fonds d'exploitation courants (8.5 millions de dollars) sont en hausse de 0.5 million par rapport à l'exercice précédent. Cette hausse est principalement liée à l'amortissement des immobilisations ainsi qu'à la suspension de la cotisation patronale à la Caisse de retraite.



## APERÇU FINANCIER (suite)

[illegible] l'amortissement d'immobilisations comme le Centre canadien de radiodiffusion, ainsi qu'à la suspension de la cotisation patronale à la Caisse de retraite.

Le total des activités de distribution nécessitant des fonds d'exploitation courants a diminué de 5,2 millions de dollars (5,2 %). Cette diminution s'explique principalement par la suspension de la cotisation patronale à la Caisse de retraite ainsi que par les gains d'efficacité réalisés dans le soutien du système de distribution de la télévision.

### SERVICES DE RADIO

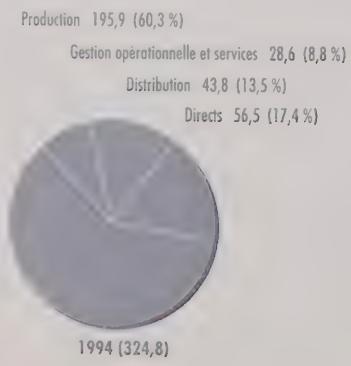
| | 93-94 | 92-93 | Augmentation (Diminution) | |
|---|---|---|---|---|
| | *(millions de dollars)* | | *$* | *%* |
| Total des dépenses d'exploitation | **324,8** | 307,4 | 17,4 | 5,7 |
| Moins : Postes ne nécessitant pas des fonds d'exploitation | 42,7 | 23,5 | 19,2 | 81,7 |
| Total des services de radio nécessitant des fonds d'exploitation courants | 282,1 | 283,9 | (1,8) | (0,6) |

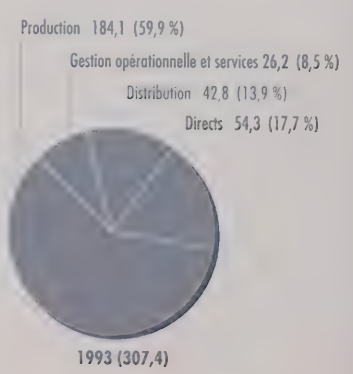
Les dépenses totales d'exploitation de la radio (324,8 millions de dollars) ont augmenté de 17,4 millions (5,7 %) par rapport à l'exercice précédent. Les activités de programmation ont augmenté de 16,4 millions et les activités de distribution, de 1 million.

Les dépenses ne nécessitant pas des fonds d'exploitation courants ont totalisé 42,7 millions de dollars, une hausse de 19,2 millions (81,7 %) par rapport au total de l'exercice précédent (23,5 millions). Cette hausse est principalement attribuable à la suspension de la cotisation patronale à la Caisse de retraite ainsi qu'à l'amortissement de l'exercice lié au Centre canadien de radiodiffusion et à d'autres immobilisations.

Les dépenses pour les services de radio nécessitant des fonds d'exploitation courants ont totalisé 282,1 millions de dollars, une diminution de 1,8 million (0,6 %) par rapport à l'année précédente. Cette diminution s'explique principalement par la suspension de la cotisation patronale à la Caisse de retraite, annulée en partie par la hausse des coûts directs de programmation et les frais liés à l'occupation pendant une année complète du Centre canadien de radiodiffusion.

**Radio**
exercices terminés le 31 mars
(millions de dollars)






**APERÇU FINANCIER (suite)**

| | 93-94 | 92-93 | Augmentation (Diminution) | |
|---|---|---|---|---|
| | *(millions de dollars)* | | *$* | *%* |
| oûts directs | **306.5** | 299.0 | 7.5 | 2.5 |
| roduction | **484.9** | 446.8 | 38.1 | 8.5 |
| outien de l'exploitation | **80.7** | 79.6 | 1.1 | 1.4 |
| epenses totales exploitation | **872.1** | **825.4** | **46.7** | **5.7** |
| loins : Postes ne nécessitant pas des fonds d'exploitation | **104.3** | 50.9 | 53.4 | 104.9 |
| otal des activités de programmation nécessitant des fonds d'exploitation courants | **767.8** | **774.5** | **(6.7)** | **(0.9)** |

e l'augmentation de 46.7 millions de dollars au hapitre des activités de programmation, 34.2 millions e rapportent aux activités des réseaux, 4.1 millions aux missions produites dans les régions pour les réseaux et ,4 millions aux activités régionales.

es 306.5 millions de dollars que représentent les coûts rects des émissions, 255.9 millions ont été engagés pour s émissions produites et coproduites par la SRC dans s catégories suivantes : sports, 73.6 millions; nouvelles actualités, 66.7 millions; dramatiques, 44 millions; ariétés, 42.9 millions; autres catégories diverses, 3.7 millions. Le reste des coûts directs des émissions 50.6 millions) se rapportait à des séries et à des films oduits par d'autres entreprises canadiennes et trangères.

e total des coûts directs des émissions a augmenté de 7.5 millions de dollars, du fait de variations enregistrées ans les catégories d'émissions. Ainsi, les sports ont ffiché une augmentation de 6.6 millions, principalement ttribuable aux droits sur le hockey et le baseball; les ouvelles et actualités ont enregistré une hausse de 3 millions, principalement en raison des élections édérales; enfin, 2.3 millions de plus ont été dépensés our les dramatiques. Des diminutions ont été enregistrées au chapitre des acquisitions de films (2.7 millions), es variétés (0.5 million) et des autres catégories d'émis- ions (1.1 million).

Les coûts totaux de production (484.9 millions de dollars) affichent une augmentation de 38.1 millions (8.5 %) par rapport à l'année précédente. Cette augmentation est principalement attribuable aux dépenses ne nécessitant pas des fonds d'exploitation courants, comme l'amortissement d'immobilisations, y compris le Centre canadien de radiodiffusion à Toronto.

Les dépenses au titre du soutien de l'exploitation (80.7 millions de dollars) ont augmenté de 1.1 million (1.4 %) par rapport à l'exercice précédent. Cette hausse est principalement attribuable à une activité de formation plus intensive ainsi qu'à des postes ne nécessitant pas des fonds d'exploitation courants et liés aux frais d'occupation du Centre canadien de radiodiffusion.

***Activités de distribution de la télévision***

| | 93-94 | 92-93 | Augmentation (Diminution) | |
|---|---|---|---|---|
| | *(millions de dollars)* | | *$* | *%* |
| Total des dépenses d'exploitation | **113.2** | 117.2 | (4.0) | (3.4) |
| Moins : Postes ne nécessitant pas des fonds d'exploitation | **18.2** | 17.0 | 1.2 | 7.0 |
| Total des activités de distribution nécessitant des fonds d'exploitation courants | **95.0** | **100.2** | **(5.2)** | **(5.2)** |

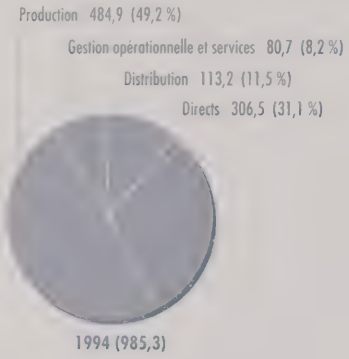
Les dépenses de 113.2 millions de dollars au titre des activités de distribution affichent une diminution de 4 millions (3.4 %) par rapport à l'exercice précédent. Cette diminution totale est attribuable, à raison de 3.9 millions, à la distribution à partir des réseaux et des stations, ce qui comprend la location des satellites, les émetteurs principaux, les liaisons des studios aux émetteurs, la régie centrale, le soutien technique, l'exploitation ainsi que les frais d'occupation connexes. Les paiements aux stations privées indépendantes ont enregistré une baisse totale de 0.1 million.

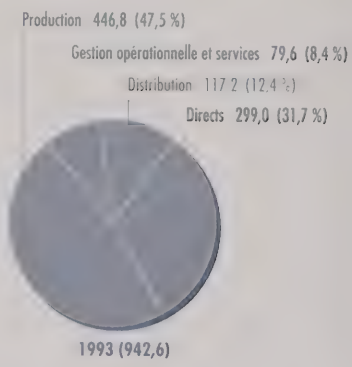
Les postes ne nécessitant pas des fonds d'exploitation courants (18.2 millions de dollars) sont en hausse de 1.2 million (7 %). Cette hausse est liée principalement



## APERÇU FINANCIER (suite)

**Télévision**
exercices terminés le 31 mars
(millions de dollars)




Les dépenses totales d'exploitation de la télévision (985,3 millions de dollars) étaient supérieures de 42,7 millions (4,5 %) à celles de l'exercice précédent. Les dépenses des activités de programmation affichent une augmentation de 46,7 millions, neutralisée en partie par la diminution de 4 millions des activités de diffusion.

Les dépenses ne nécessitant pas des fonds d'exploitation courants (122,5 millions de dollars) ont augmenté de 54,6 millions (80,4 %) par rapport à l'année précédente. Cette augmentation est principalement attribuable à la suspension de la cotisation patronale à la Caisse de retraite ainsi qu'à l'amortissement de l'exercice du Centre canadien de radiodiffusion et d'autres immobilisations.

Les dépenses nécessitant des fonds d'exploitation courants totalisaient 862,8 millions de dollars, une diminution de 11,9 millions (1,4 %) par rapport à l'année précédente. La diminution est principalement attribuable à la suspension de la cotisation patronale à la Caisse de retraite, compensée en partie par la hausse des coûts directs de programmation et des frais liés à la première année complète d'occupation du Centre canadien de radiodiffusion.

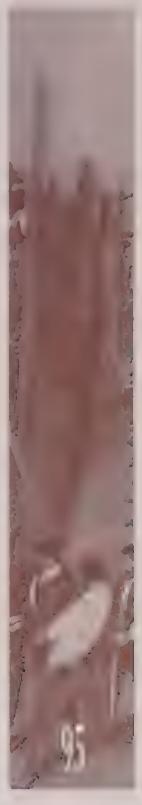
***Activités de programmation de la télévision***

Les activités de programmation comprennent trois éléments principaux :

a) Les coûts directs des émissions, comme les cachets d'artistes, les droits, le personnel contractuel directement lié à une émission, les studios extérieurs, les textes, les déplacements et tous les autres frais remboursables.

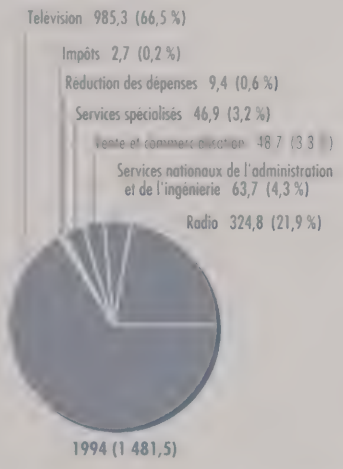
b) Les coûts de production, qui représentent les activités liées à la main-d'oeuvre et aux installations techniques, la supervision associée à la production des émissions, les chefs de service, l'administration de la programmation et de la production, les centres d'exploitation et les coûts d'occupation.

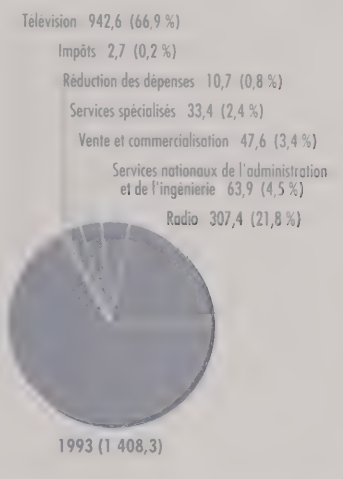
c) Le soutien de l'exploitation, qui comprend les coûts des services de soutien locaux comme les Ressources humaines, les Finances, les Communications, etc.




APERÇU FINANCIER (suite)

**Dépenses d'exploitation**
exercices terminés le 31 mars
(millions de dollars)




Les dépenses ne nécessitant pas des fonds d'exploitation courants, comme l'amortissement, ont totalisé 178,6 millions de dollars, une augmentation de 80,2 millions par rapport à l'année précédente. De cette augmentation, 47,4 millions se rapportent à l'amortissement de l'exercice, 31,8 millions à la suspension de la cotisation patronale à la Caisse de retraite et 7,1 millions aux stocks d'émissions. Ces hausses ont été partiellement compensées par des réductions de 4,7 millions au titre des indemnités de cessation d'emploi et de vacances et de 4,4 millions en intérêt débiteur lié au prêt hypothécaire à paiements différés du Centre canadien de radiodiffusion.

Les dépenses nécessitant des fonds d'exploitation courants ont totalisé 1 302,9 millions de dollars, une diminution de 7 millions (0,5 %) par rapport à l'exercice précédent. De cette diminution totale, 11,9 millions se rapportaient aux services de télévision, 3,6 millions aux services nationaux de l'administration et de l'ingénierie, 1,7 million aux services de radio, 1,7 million aux programmes de réduction des dépenses et 0,9 million à la vente et à la commercialisation. Ces baisses ont été partiellement annulées par l'augmentation de 12,8 millions au titre des services spécialisés, principalement CBC Newsworld, qui se finance à partir de ses propres revenus marginaux.

Les activités d'exploitation de la Société sont directement liées aux crédits parlementaires d'exploitation et aux revenus propres. Il est prévu que les dépenses nécessitant des fonds d'exploitation en 1994-1995 demeureront stables, étant donné que les crédits parlementaires initiaux diminueront légèrement et qu'on ne prévoit pas d'augmentation des revenus publicitaires et divers.

## SERVICES DE TÉLÉVISION

| | 93-94 | 92-93 | Augmentation (Diminution) | |
|---|---|---|---|---|
| | *(millions de dollars)* | | *$* | *%* |
| Total des dépenses d'exploitation | **985,3** | 942,6 | 42,7 | 4,5 |
| Moins : | | | | |
| Postes ne nécessitant pas des fonds d'exploitation | **122,5** | 67,9 | 54,6 | 80,4 |
| Total des services de télévision nécessitant des fonds d'exploitation courants | **862,8** | **874,7** | **(11,9)** | **(1,4)** |



## APERÇU FINANCIER (suite)

Selon le budget des dépenses principal de 1994-1995, les crédits d'exploitation de la Société seront de 948,6 millions de dollars. Il est possible que le financement soit rajusté en cours d'exercice.

Le gouvernement a annoncé qu'il réduirait les crédits de la SRC de 50 millions de dollars durant l'exercice 1996-1997, puis encore de 50 millions en 1997-1998, de façon à produire une réduction permanente de 100 millions. Il a également indiqué qu'aucune nouvelle réduction ne sera imposée pendant la période de cinq ans débutant en 1994-1995. En outre, le ministre désigné du Patrimoine canadien a assuré la Société qu'il consultera ses collègues du Cabinet, la Société elle-même et d'autres intervenants de la radiodiffusion en vue de trouver de nouvelles sources de revenus pour la SRC.

Les revenus publicitaires de 1993-1994, y compris ceux de CBC Newsworld, s'établissaient à 299,3 millions de dollars, une baisse de 6,3 millions (2,1 %) par rapport à l'exercice précédent. Cette baisse est imputable à la réduction des auditoires et à la conjoncture économique difficile dans laquelle se trouve encore l'industrie de la publicité télévisée en général.

La Société a entrepris plusieurs initiatives pour faire face aux conditions économiques actuelles et à d'autres incertitudes dans l'industrie de la radiodiffusion, plus précisément en regard des services spécialisés qui [illegible] leurs licences d'exploitation. Ces initiatives comprennent des modifications de la programmation, la mise en oeuvre de la deuxième phase d'un nouveau système de créneaux publicitaires pour l'optimisation des revenus, un nouveau contrat pour le hockey et l'acquisition des droits pour la diffusion des Jeux olympiques d'Atlanta de 1996. Ces initiatives devraient quelque peu bénéficier aux revenus publicitaires en 1994-1995, mais davantage dans les années à venir.

Les revenus divers (75,1 millions de dollars), qui comprennent les revenus d'abonnement de Newsworld, les loyers fonciers, les revenus de location d'installations de production, les intérêts sur les placements à court terme, les ventes d'émissions ainsi que des postes d'immobilisations et autres, dépassaient de 7,9 millions ceux de l'exercice précédent. L'augmentation est principalement attribuable à la hausse des droits d'abonnement à CBC Newsworld (qui s'appliquent à une année complète plutôt que trois mois, comme ce fut le cas l'an dernier) annulée en partie par la baisse des loyers fonciers, des ventes d'émissions aux États-Unis et des intérêts sur les placements à court terme. La Société doit se limiter à des placements à court terme dans des effets garantis par le gouvernement, dont le rendement moyen a été de 4,4 % en 1993-1994, contre 6,3 % en 1992-1993, 8 % en 1991-1992 et 12,1 % en 1990-1991. D'après les prévisions économiques, la tendance à la baisse des taux d'intérêt devrait ralentir en 1994-1995.

### DÉPENSES D'EXPLOITATION

| | 93-94 | 92-93 | Augmentation (Diminution) | |
|---|---|---|---|---|
| | *(millions de dollars)* | | *$* | *%* |
| Dépenses d'exploitation après impôts | **1 481,5** | 1 408,3 | 73,2 | 5,2 |
| Moins : | | | | |
| Postes ne nécessitant pas des fonds d'exploitation | **178,6** | 98,4 | 80,2 | 81,5 |
| Dépenses d'exploitation nécessitant des fonds d'exploitation courants | **1 302,9** | **1 309,9** | **(7,0)** | **(0,5)** |

Les dépenses d'exploitation après impôts totalisaient 1 481,5 millions de dollars en 1993-1994, contre 1 408,3 millions l'année précédente, une augmentation de 73,2 millions (5,2 %). De cette augmentation, 42,7 millions avaient trait aux services de télévision, 17,4 millions aux services de radio, 13,5 millions aux services spécialisés et 1,1 million à d'autres activités. Ces hausses ont été partiellement compensées par la diminution de 1,3 million au titre des programmes de réduction des dépenses et de 0,2 million dans les services nationaux de l'administration et de l'ingénierie. L'impôt sur le revenu et l'impôt des grandes sociétés ont augmenté de dix-sept milles dollars.



# APERÇU FINANCIER

## AVANT-PROPOS

Pendant l'exercice terminé le 31 mars 1994, la Société a poursuivi la suspension temporaire de la cotisation patronale à la Caisse de retraite de la SRC, mesure qui avait reçu l'approbation du conseil d'administration et qui a été mise en oeuvre en janvier 1993. Le montant cumulé correspondant à la suspension de cotisation, qui réduira l'excédent actuariel de décembre 1991 de la Caisse de retraite, ne doit pas dépasser 96 millions de dollars. Les résultats de cette mesure ont permis à la Société d'équilibrer sa situation financière.

Le total des revenus, qui comprend les crédits parlementaires d'exploitation, les revenus publicitaires nets et d'autres revenus, était de 1 329,1 millions de dollars, dont 1,7 million pour des postes liés aux immobilisations.

Les dépenses d'exploitation après impôts totalisaient 1 481,5 millions de dollars. Ce chiffre comprend la somme de 178,6 millions liée à des dépenses comme l'amortissement, qui ne nécessitent pas des fonds d'exploitation courants. Une fois combiné à des postes pour lesquels des dépenses totales de 21,7 millions ont été engagées au cours d'exercices précédents, le total des postes nécessitant des fonds d'exploitation s'établissait à 1 324,6 millions en 1993-1994, contre 1 309,9 millions l'année précédente, soit une augmentation de 14,7 millions (1,1 %).

Les fonds d'exploitation de l'exercice courant se sont soldés par un excédent minime de 2,8 millions de dollars, lequel, une fois combiné à l'excédent de 19,2 millions de l'exercice précédent, permet de prévoir un excédent cumulé de fin d'exercice de 22 millions à reporter sur 1994-1995. Du total de l'excédent cumulé à reporter, la somme de 1,7 million se rapporte à l'excédent cumulé des revenus marginaux sur les coûts marginaux de CBC Newsworld, qui servira à améliorer le service de cette chaîne, et le solde (20,3 millions) est reporté en vue d'aider la Société à combler les insuffisances de financement projetées.

## REVENUS

Les revenus de 1993-1994 ont totalisé 1 329,1 millions de dollars, une baisse de 2,8 millions (0,2 %) par rapport au total de 1 331,9 millions enregistré l'an dernier. Le total des revenus comprend la somme de 1,7 million liée à des postes d'immobilisations, et le solde (1 327,4 millions) se rapporte aux fonds d'exploitation.

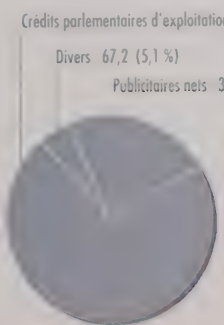
Les crédits parlementaires d'exploitation accordés en 1993-1994 totalisaient 954,7 millions de dollars, ce qui comprend un virement de 8,7 millions provenant des crédits d'immobilisations. Le total des crédits parlementaires d'exploitation de 1992-1993 (959,1 millions) comprenait une aide ponctuelle de 40,6 millions qui devait combler le manque à gagner de la Société. En tout, les crédits parlementaires d'exploitation affichent une diminution de 4,4 millions (0,5 %).

**Revenus**

exercices terminés le 31 mars
(millions de dollars)




1994 (1 329,1)




1993 (1 331,9)



# INTRODUCTION

Conformément à la Loi sur la radiodiffusion, la Société prépare ses rapports financiers en suivant les principes comptables généralement reconnus (PCGR) selon lesquels tous les postes de revenus et de dépenses sont inscrits en fonction d'une comptabilité d'exercice.

Les revenus figurant dans l'État des revenus et dépenses comprennent les crédits parlementaires d'exploitation et les revenus de source propre, qui servent à provisionner les fonds d'exploitation courants. Conformément aux PCGR, les dépenses comprennent les postes qui ne nécessitent pas des fonds d'exploitation courants (p. ex., les indemnités de cessation d'emploi accumulées par les employés mais qui ne seront exigibles qu'à une date ultérieure) et l'amortissement de l'exercice lié aux immobilisations de la Société. Les immobilisations sont acquises au moyen des crédits parlementaires d'immobilisations, qui ne sont pas comptabilisés comme revenus, mais plutôt portés directement au crédit du fonds effectif, conformément à la Loi sur la radiodiffusion. La déclaration d'un excédent des dépenses sur les revenus dans l'État des revenus et dépenses s'explique principalement par la comptabilisation de l'amortissement de l'exercice et d'autres dépenses ne nécessitant pas des fonds d'exploitation courants.

La Société fonctionne principalement à partir du financement que lui accorde le gouvernement, ce qui signifie que les dépenses réelles nécessitant des fonds d'exploitation courants constituent la mesure essentielle des besoins financiers d'exploitation de la Société pour l'exercice. L'État des revenus et dépenses est donc élargi de façon à présenter le rapprochement en fonction du financement gouvernemental, qui permet de rajuster les postes de revenus et de dépenses ne nécessitant pas des fonds d'exploitation courants. Les résultats du rapprochement révèlent qu'à la fin de l'exercice 1993-1994, le total des postes nécessitant des fonds d'exploitation courants affichait une augmentation minime de 14,7 millions de dollars (1,1 %), ce qui fait que la Société a terminé l'exercice avec un excédent de 2,8 millions.

| | 93-94 | 92-93 | Augmentation (Diminution) | |
|---|---|---|---|---|
| | *(millions de dollars)* | | *$* | *%* |
| Total des revenus | **1 329,1** | 1 331,9 | | |
| Moins : Postes d'immobilisations | **(1,7)** | 0,5 | | |
| Poste hors caisse | **—** | (2,2) | | |
| Total des revenus d'exploitation | **1 327,4** | **1 330,2** | **(2,8)** | **(0,2)** |
| Total des dépenses après impôts | **1 481,5** | 1 408,3 | | |
| Moins : Postes ne nécessitant pas des fonds d'exploitation | **(178,6)** | (98,4) | | |
| Plus : Dépenses d'exercices précédents nécessitant des fonds d'exploitation | **21,7** | — | | |
| Total des postes nécessitant des fonds d'exploitation courants | **1 324,6** | **1 309,9** | **14,7** | **1,1** |
| Excédent de l'exercice | **2,8** | 20,3 | | |
| Excédent reporté, début de l'exercice | **19,2** | (1,1) | | |
| Excédent, fin de l'exercice | **22,0** | **19,2** | | |

# RAPPORT FINANCIER

1993 - 1994





ANNEXE 3 (suite)

## LA RADIO FM STÉRÉO FRANÇAISE SRC

*Fréquence*

*NOUVEAU-BRUNSWICK*

**Station de base SRC**

Moncton — CBAF-FM 98,3 MHZ

*QUÉBEC*

**Stations de base SRC**

Chicoutimi — CBJ-FM 100,9 MHZ
Montréal — CBF-FM 100,7 MHZ
Québec — CBV-FM 95,3 MHZ
Rimouski — CJBR-FM 101,5 MHZ

*ONTARIO*

**Stations de base SRC**

Ottawa — CBOX-FM 102,5 MHZ
Toronto — CJBC-FM 90,3 MHZ

## LA RADIO FM STÉRÉO ANGLAISE SRC

*TERRE-NEUVE*

**Station de base SRC**

Saint-Jean — CBN-FM 106,9 MHZ

*NOUVELLE-ÉCOSSE*

**Station de base SRC**

Halifax — CBH-FM 102,7 MHZ

*QUÉBEC*

**Station de base SRC**

Montréal — CBM-FM 93,5 MHZ

*ONTARIO*

**Stations de base SRC**

Ottawa — CBOQ-FM 103,3 MHZ
Toronto — CBL-FM 94,1 MHZ

*MANITOBA*

**Station de base SRC**

Winnipeg — CBW-FM 98,3 MHZ

*SASKATCHEWAN*

**Station de base SRC**

Regina — CBK-FM 96,9 MHZ

*ALBERTA*

**Stations de base SRC**

Calgary — CBR-FM 102,1 MHZ
Edmonton — CBX-FM 90,9 MHZ

*COLOMBIE-BRITANNIQUE*

**Station de base SRC**

Vancouver — CBU-FM 105,7 MHZ



## ANNEXE 3 (suite)

### LA RADIO AM ANGLAISE SRC

| | *Fréquence* |
|---|---|
| ***TERRE-NEUVE*** | |
| **Stations de base SRC** | |
| Corner Brook | CBY 990 KHZ |
| Gander | CBG 1400 KHZ |
| Goose Bay | CFGB-FM 89,5 MHZ |
| Grand Falls | CBT 540 KHZ |
| Saint-Jean | CBN 640 KHZ |
| ***ÎLE-DU-PRINCE-ÉDOUARD*** | |
| **Station de base SRC** | |
| Charlottetown | CBCT-FM 96,1 MHZ |
| ***NOUVELLE-ÉCOSSE*** | |
| **Stations de base SRC** | |
| Halifax | CBHA-FM 90,5 MHZ |
| Sydney | CBI 1140 KHZ |
| ***NOUVEAU-BRUNSWICK*** | |
| **Stations de base SRC** | |
| Fredericton | CBZ 970 KHZ |
| Fredericton/Saint-Jean | CBD-FM 91,3 MHZ |
| Moncton | CBA 1070 KHZ |
| **Station privée affiliée** | |
| Woodstock | CJCJ 920 KHZ |
| ***QUÉBEC*** | |
| **Stations de base SRC** | |
| Montréal | CBM 940 KHZ |
| Québec | CBVE-FM 104,7 MHZ |
| ***ONTARIO*** | |
| **Stations de base SRC** | |
| Ottawa | CBO-FM 91,5 MHZ |
| Sudbury | CBCS-FM 99,9 MHZ |
| Thunder Bay | CBQT-FM 88,3 MHZ |
| Toronto | CBL 740 KHZ |
| Windsor | CBE 1550 KHZ |
| **Stations privées affiliées** | |
| Kirkland Lake | CJKL 560 KHZ |
| New Liskeard | CJTT 1230 KHZ |

### LA RADIO AM ANGLAISE SRC (suite)

| | *Fréquence* |
|---|---|
| ***MANITOBA*** | |
| **Stations de base SRC** | |
| Thompson | CBWK-FM 100,9 MHZ |
| Winnipeg | CBW 990 KHZ |
| ***SASKATCHEWAN*** | |
| **Stations de base SRC** | |
| La Ronge | CBKA-FM 105,9 MHZ |
| Regina | CBK 540 KHZ |
| ***ALBERTA*** | |
| **Stations de base SRC** | |
| Calgary | CBR 1010 KHZ |
| Edmonton | CBX 740 KHZ |
| ***COLOMBIE-BRITANNIQUE*** | |
| **Stations de base SRC** | |
| Kelowna | CBTK-FM 88,9 MHZ |
| Prince George | CBYG-FM 91,5 MHZ |
| Prince Rupert | CFPR 860 KHZ |
| Vancouver | CBU 690 KHZ |
| **Station privée affiliée** | |
| Powell River | CHQB 1280 KHZ |
| ***YUKON*** | |
| **Station de base SRC** | |
| Whitehorse | CFWH 570 KHZ |
| ***TERRITOIRES DU NORD-OUEST*** | |
| **Stations de base SRC** | |
| Inuvik | CHAK 860 KHZ |
| Iqaluit | CFFB 1230 KHZ |
| Rankin Inlet | CBQR-FM 105,1 MHZ |
| Yellowknife | CFYK 1340 KHZ |



ANNEXE 3 (suite)

## LA TÉLÉVISION ANGLAISE SRC (suite)

| | *Canal* |
|---|---|
| ***MANITOBA*** | |
| **Station de base SRC** | |
| Winnipeg | CBWT 6 |
| **Station privée affiliée** | |
| Brandon | CKX-TV 5 |
| ***SASKATCHEWAN*** | |
| **Station de base SRC** | |
| Regina | CBKT 9 |
| **Stations privées affiliées** | |
| Prince Albert | CKBI-TV 5 |
| Swift Current | CJFB-TV 5 |
| Yorkton | CKOS-TV 5 |
| ***ALBERTA*** | |
| **Station de base SRC** | |
| Edmonton | CBXT 5 |
| **Stations privées affiliées** | |
| Lloydminster | CKSA-TV 2 |
| Medicine Hat | CHAT-TV 6 |
| Red Deer | CKRD-TV 6 |
| ***COLOMBIE-BRITANNIQUE*** | |
| **Station de base SRC** | |
| Vancouver | CBUT 2 |
| **Stations privées affiliées** | |
| Dawson Creek | CJDC-TV 5 |
| Kamloops | CFJC-TV 4 |
| Kelowna | CHBC-TV 2 |
| Prince George | CKPG-TV 2 |
| Terrace | CFTK-TV 3 |
| ***TERRITOIRES DU NORD-OUEST*** | |
| **Station de base SRC** | |
| Yellowknife | CFYK-TV 8 |

## LA RADIO AM FRANÇAISE SRC

| | *Fréquence* |
|---|---|
| ***NOUVELLE-ÉCOSSE*** | |
| **Station de base SRC** | |
| Halifax | CBAF-FM-5 92,3 MHZ |

## LA RADIO AM FRANÇAISE SRC (suite)

| | *Fréquence* |
|---|---|
| ***NOUVEAU-BRUNSWICK*** | |
| **Station de base SRC** | |
| Moncton | CBAF-FM 88,5 MHZ |
| ***QUÉBEC*** | |
| **Stations de base SRC** | |
| Chicoutimi | CBJ 1580 KHZ |
| Matane | CBGA 1250 KHZ |
| Montréal | CBF 690 KHZ |
| Québec | CBV 980 KHZ |
| Rimouski | CJBR 900 KHZ |
| Sept-Îles | CBSI-FM 98,1 MHZ |
| **Stations privées affiliées** | |
| La Tuque | CFLM 1240 KHZ |
| Rouyn-Noranda | CHLM-FM 90,7 MHZ |
| Ville-Marie | CKVM 710 KHZ |
| ***ONTARIO*** | |
| **Stations de base SRC** | |
| Ottawa | CBOF-FM 90,7 MHZ |
| Sudbury | CBON-FM 98,1 MHZ |
| Toronto | CJBC 860 KHZ |
| Windsor | CBEF 540 KHZ |
| ***MANITOBA*** | |
| **Station de base SRC** | |
| Saint-Boniface | CKSB 1050 KHZ |
| ***SASKATCHEWAN*** | |
| **Station de base SRC** | |
| Regina | CBKF-FM 97,7 MHZ |
| ***ALBERTA*** | |
| **Station de base SRC** | |
| Edmonton | CHFA 680 KHZ |
| ***COLOMBIE-BRITANNIQUE*** | |
| **Station de base SRC** | |
| Vancouver | CBUF-FM 97,7 MHZ |



# ANNEXE 3

## STATIONS DE BASE SRC ET STATIONS AFFILIÉES

(au 31 mars 1994)

### LA TÉLÉVISION FRANÇAISE SRC

| | Canal |
|---|---|
| ***NOUVEAU-BRUNSWICK*** | |
| **Station de base SRC** | |
| Moncton | CBAFT 11 |
| ***QUÉBEC*** | |
| **Stations de base SRC** | |
| Montréal | CBFT 2 |
| Québec | CBVT 11 |
| **Stations privées affiliées** | |
| Jonquière | CKRS-TV 12 |
| Rivière-du-Loup | CKRT-TV 7 |
| Rouyn | CKRN-TV 4 |
| Sherbrooke | CKSH-TV 9 |
| Trois-Rivières | CKTM-TV 13 |
| ***ONTARIO*** | |
| **Station de base SRC** | |
| Ottawa | CBOFT 9 |
| ***MANITOBA*** | |
| **Station de base SRC** | |
| Winnipeg | CBWFT 3 |
| ***SASKATCHEWAN*** | |
| **Station de base SRC** | |
| Regina | CBKFT 13 |
| ***ALBERTA*** | |
| **Station de base SRC** | |
| Edmonton | CBXFT 11 |
| ***COLOMBIE-BRITANNIQUE*** | |
| **Station de base SRC** | |
| Vancouver | CBUFT 26 |

### LA TÉLÉVISION ANGLAISE SRC

| | Canal |
|---|---|
| ***TERRE-NEUVE*** | |
| **Station de base SRC** | |
| Saint-Jean | CBNT 8 |
| ***ÎLE-DU-PRINCE-ÉDOUARD*** | |
| **Station de base SRC** | |
| Charlottetown | CBCT 13 |
| ***NOUVELLE-ÉCOSSE*** | |
| **Station de base SRC** | |
| Halifax | CBHT 3 |
| ***NOUVEAU-BRUNSWICK*** | |
| **Station privée affiliée** | |
| Saint-Jean | CHSJ-TV 4 |
| ***QUÉBEC*** | |
| **Station de base SRC** | |
| Montréal | CBMT 6 |
| **Station privée affiliée** | |
| Québec | CKMI-TV 5 |
| ***ONTARIO*** | |
| **Stations de base SRC** | |
| Ottawa | CBOT 4 |
| Toronto | CBLT 5 |
| **Stations privées affiliées** | |
| Barrie | CKVR-TV 3 |
| Kingston | CKWS-TV 11 |
| North Bay | CHNB-TV 4 |
| Peterborough | CHEX-TV 12 |
| Sault-Ste-Marie | CJIC-TV 5 |
| Sudbury | CKNC-TV 9 |
| Thunder Bay | CKPR-TV 2 |
| Timmins | CFCL-TV 6 |



ANNEXE 2 (suite)

Pour honorer son mandat, le CPAR :

- passe en revue les objectifs institutionnels de l'année à venir;
- revoit les objectifs relatifs à l'exploitation et au soutien;
- assure la concordance des objectifs avec les niveaux de référence du Conseil du Trésor; recommande les cibles financières pour chaque secteur;
- revoit le Budget des dépenses principal;
- surveille et étudie tout problème opérationnel provenant des cycles de planification;
- reçoit et étudie les cahiers annuels de planification que lui soumettent les secteurs d'exploitation et de soutien;
- prépare les allocations de ressources;
- revoit et confirme les allocations budgétaires pour l'année courante;
- revoit et approuve les cibles et priorités d'immobilisations;
- revoit le budget des immobilisations ainsi que la prévision échelonnée sur quatre ans afin de les intégrer au Budget des dépenses principal;
- revoit et recommande au président-directeur général le plan opérationnel pluriannuel (POP), tant pour l'exploitation que pour les immobilisations;
- évalue le rendement de la Société par rapport aux objectifs approuvés;
- s'occupe de tout autre sujet que lui confie de temps en temps le président-directeur général.

**COMITÉ SUPÉRIEUR DE DIRECTION**

***Mandat***

- Servir de tribune pour la discussion de stratégies institutionnelles et de questions opérationnelles.
- Echanger des informations sur les questions du moment et à venir qui sont importantes pour la Société.
- Entretenir et améliorer les relations externes.

**FORUM DE LA HAUTE DIRECTION**

***Mandat***

- Servir de véhicule de communication aux membres de la haute direction sur des questions intéressant la Société dans son ensemble.
- Développer et susciter un engagement envers les valeurs institutionnelles.



# ANNEXE 2

## COMITÉS DE LA HAUTE DIRECTION

La structure des comités de la haute direction est conçue pour faciliter la gestion générale de la SRC grâce à un processus décisionnel efficace et au partage de l'information. Tous les comités de la haute direction sont consultatifs pour conseiller le président-directeur général.

### COMITÉ DIRECTEUR DE LA SOCIÉTÉ

***Mandat***

- Étudier les enjeux de nature institutionnelle et recommander les mesures appropriées au président-directeur général, notamment l'affectation des tâches pour la mise en œuvre ordonnée des décisions prises par le conseil d'administration et le président-directeur général.

### COMITÉ DES MÉDIAS

***Mandat***

Le Comité des médias offre leadership et orientation, afin de s'assurer que les objectifs et les buts du président-directeur général sont atteints.

Il conseille le président-directeur général sur des questions stratégiques et instaure des mesures opérationnelles, au besoin pour :

- accroître la disponibilité d'une télévision publique distinctive pour les auditoires canadiens et maintenir la qualité et la nature distincte des services de radio;
- offrir une programmation qui renforce, chez les Canadiens, le sens de leur propre identité culturelle;
- s'assurer que la SRC fait du journalisme de haute qualité et rend compte de façon concrète au public qu'elle dessert;
- s'assurer que la SRC fonctionne de façon efficace avec une équipe de direction compétente et un effectif bien motivé.

Pour réaliser ce qui précède, le Comité des médias favorise l'excellence dans la programmation, en :

- harmonisant les objectifs des médias les uns avec les autres et avec les objectifs institutionnels;
- en s'assurant que chaque composante médiatique axe ses priorités sur les émissions interculturelles et les initiatives intermédias;
- en élaborant et mettant en œuvre des politiques journalistiques et de programmation, au besoin;
- en faisant en sorte que toutes les initiatives de programmation soient exécutées de la façon la plus efficiente et efficace possible;
- en améliorant et entretenant des relations internes et externes, afin de développer et de susciter un engagement envers les valeurs institutionnelles.

### COMITÉ DE PLANIFICATION ET D'ALLOCATION DES RESSOURCES

***Mandat***

Le Comité de planification et d'allocation des ressources (CPAR) rend compte au président-directeur général des décisions ayant trait aux objectifs institutionnels, à l'établissement des priorités ainsi qu'à l'évaluation et à la coordination des plans institutionnels d'exploitation et des allocations financières (exploitation et immobilisations) pour satisfaire les objectifs et les plans approuvés.



# ANNEXE 1

## FONCTIONNEMENT DU CONSEIL D'ADMINISTRATION

Le conseil d'administration se compose de 15 administrateurs, dont le président du conseil et le président-directeur général. Ils sont tous nommés par le gouverneur en conseil. (Voir p. 6)

Le conseil d'administration tient environ huit réunions par an, dans diverses parties du pays. Afin de régir la conduite de ses activités le plus efficacement possible, le conseil a établi un certain nombre de comités.

### COMITÉ EXÉCUTIF

***Mandat***

- Revoir l'ordre du jour proposé pour la réunion du conseil.
- Régler les problèmes urgents qui ne peuvent attendre la prochaine réunion ordinaire du conseil.
- Voir aux questions qui lui sont déléguées par le conseil.

### COMITÉ DE VÉRIFICATION

***Mandat***

- Revoir les états financiers courants et le rapport annuel de vérification de la Société, et aviser le conseil à cet égard.
- Autres fonctions conformément à l'article 69 de la Loi sur la radiodiffusion et au règlement administratif no 6.

### COMITÉ DES FINANCES ET DE LA PLANIFICATION

***Mandat***

- Examiner les budgets de la Société, les allocations budgétaires en immobilisations, les politiques générales de la gestion, les questions relatives aux recettes publicitaires et à la planification, et conseiller à cet égard.

### COMITÉ DES POLITIQUES DES RESSOURCES HUMAINES

***Mandat***

- Aviser le conseil sur les politiques des ressources humaines et les stratégies de relations industrielles, et examiner les rapports réguliers d'information (ex. le rapport sur l'effectif).

### COMITÉS PERMANENTS SUR LA RADIODIFFUSION DE LANGUE FRANÇAISE ET DE LANGUE ANGLAISE

***Mandat***

- Revoir les grilles d'émissions de la radio et de la télévision de langue française et anglaise.
- Revoir le rapport annuel de l'Ombudsman.
- Revoir la mise en application de la Politique journalistique.
- Revoir les demandes de renouvellement de licences au CRTC.
- Régler toute autre question qui lui est confiée par le conseil.

### COMITÉ DES COMMUNICATIONS

***Mandat***

- Revoir les stratégies et les plans d'action des communications internes et externes de la Société.

### COMITÉ DES MISES EN CANDIDATURE

***Mandat***

- Faire des recommandations sur la nomination de membres du conseil aux divers comités du conseil.

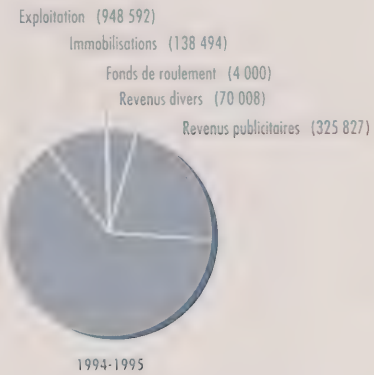



# Financement de la SRC

e Plan d'entreprise, soumis chaque année en octobre
u Conseil du Trésor, marque le début du cycle de
lanification de la Société. Après en avoir pris connais-
ance, et selon les lignes directrices du gouvernement
n la matière, le Conseil du Trésor arrête ses choix
e financement pour le prochain exercice et les rend
ublics dans le Budget des dépenses principal. Les
[illegible] sont établies
n fonction des priorités de la Société et des fonds
isponibles. Pendant l'exercice, il peut y avoir des
justements au budget de la Société pour tenir compte,
oit de crédits supplémentaires, soit de réductions des
[illegible] (par le gouvernement).

e budget de la Société comprend les revenus publici-
aires et divers. De nombreux facteurs influent sur ce
udget: entre autres, les niveaux d'écoute des émissions
e la SRC, l'économie ainsi que la concurrence d'autres
ervices publicitaires et promotionnels. Toute modifica-
ion de ces facteurs peut entraîner des changements
ans la situation financière de la Société.

**Revenus SRC 1994-1995**
(milliers de dollars)





# Buts de la SRC, 1994-1995

## EXCELLENCE EN PROGRAMMATION

- S'assurer que les services radiophoniques et télévisuels de la SRC présentent une programmation de haute qualité et typiquement canadienne ainsi que des grilles conçues pour satisfaire les besoins d'auditoires contemporains et relever les défis du [illegible]

- Positionner les services radiophoniques et télévisuels de la SRC comme étant les contributeurs audiovisuels majeurs à une conscience et à une identité nationales [illegible] particulier, s'assurer que la programmation satisfait les normes établies par la Société en vue de la représentation équitable des quatre groupes désignés par la loi, à savoir les femmes, les peuples autochtones, les personnes handicapées et les membres des minorités visibles.

- S'assurer que les Canadiens voient et entendent leurs réalités et leurs valeurs régionales sur les services de la SRC.

- S'assurer que le journalisme de la SRC soit de la plus haute qualité possible et entièrement respon[illegible]

- Exploiter tous les services de façon à ce qu'ils soient les compléments des contributions des autres éléments publics et privés du système de radiodiffusion. Par exemple :

  - Faire fonction de chef de file dans le développement de nouveaux services canadiens de radio et de télévision, en accordant la priorité à l'in[illegible]

  - Participer, s'il y a lieu, avec d'autres éléments publics et privés du système de radiodiffusion, à l'établissement de nouveaux services, dans [illegible]

  - Prendre l'initiative d'exporter la culture canadienne et de créer une nouvelle programmatio[illegible] canadienne grâce à l'établissement d'une coen[illegible]treprise publique-privée offrant des services d[illegible] programmation en Amérique du Nord et dans d'autres régions du monde;

  - Rechercher activement d'autres sources de financement afin de compléter les crédits parlementaires.

## EXCELLENCE EN GESTION

- Conformément aux bonnes pratiques de gestion, veiller à rentabiliser au maximum l'utilisation des ressources financières de la SRC pour des activités qui peuvent être vues et entendues par ses auditoires.

- Chercher à exploiter pleinement les nouvelles technologies en vue de rendre plus efficaces la productio[illegible] d'émissions, le processus administratif et la gestion de la SRC.

- Favoriser le travail d'équipe au sein des ressources humaines de la SRC, en vue d'atteindre l'excellence en programmation et en gestion.

- S'assurer que le personnel et les gestionnaires reçoivent la formation nécessaire pour exploiter la SRC de l'avenir.

- Voir à l'application des politiques d'équité en matièr[illegible] d'emploi à la SRC.

- Améliorer la valeur réelle et perçue des services de la SRC pour les Canadiens grâce à une meilleure définition et à une promotion plus ciblée de l'organisation et des services de la SRC.



# HAUTE DIRECTION DE LA SRC

(au 31 mars 1994)

**Président-directeur général**

**Vice-présidente, Responsabilité des médias**

**Vice-président, Vérification interne**
Robert Hertzog

**Ombudsman**
Mario Cardinal, Services français

**Premiers vice-présidents**
Services de télévision (vacant)

Services de radio

Gestion des ressources et Administration
(vacant)

**Vice-présidents (exploitation)**

Réseaux anglais de télévision
Tom Kotchetf
Nouvelles, Actualités, Newsworld
Marcel Pépin
Radio française
Harold Redekopp

Exploitation de la radiotélévision régionale

**Vice-présidents (services généraux)**
Allan D. Baldry

Finances et Administration

Conseil du Service juridique et secrétaire général
Peter E. Robinson

Communications et Affaires publiques

Joan Shewbridge

**Radio Canada International**

**Informatique de gestion**

**Directeurs régionaux**

Services anglais, Terre-Neuve

Claude Bourque
Services français, Provinces de l'Atlantique

Bill Donovan
Services anglais, Maritimes

Services anglais, Région du Québec

Jacques-D. Landry
Services français, Région de Québec et de l'Est du Québec

Services anglais, Ontario

Services anglais, Manitoba

Services français, Manitoba

Services anglais, Saskatchewan

Services français, Saskatchewan

Services anglais, Alberta

Denis Lord
Services français, Alberta

John H. Kennedy

Pauline Sincennes

Marie Wilson
SRC Nord

**Directeurs des bureaux à l'étranger**
Jean-Louis Arcand, États-Unis
Jack Craine, Londres
Antonin Boisvert, Paris



## LA SRC ET LE PUBLIC (suite)

Aux services anglais, les communications avec le public ont atteint des chiffres record : dans tout le Canada, on a répondu à plus de 160 000 demandes adressées par les téléspectateurs par téléphone, et le personnel des Relations avec l'auditoire a répondu à plus de 20 000 lettres; par ailleurs, plus de 15 000 personnes ont participé aux visites guidées du nouveau Centre de radiodiffusion à Toronto.

Les services français ont pour leur part répondu à 93 000 appels téléphoniques et 3 000 lettres d'auditeurs qui désiraient émettre leurs commentaires sur la programmation ou demander des renseignements. Environ 6 000 visiteurs ont été accueillis et plus de 53 000 personnes ont assisté à des émissions.

Les deux services ont collaboré étroitement à divers projets, notamment le Prix du Gouverneur général pour les arts de la scène, et pour la publicité entourant la diffusion d'émissions telles que *Au Nord du 60e* et *Vivre à Northwood* et de séries telles que *Blanche*, *Scoop*, et *Les Garçons de Saint-Vincent*.

Les radiodiffuseurs ont de plus en plus tendance à « personnaliser » leurs réseaux au moyen d'un logo afin de se faire mieux connaître et d'empêcher la retransmission non autorisée de leurs émissions. Poursuivant cette tendance, les services français et anglais de la SRC ont commencé cette année à surimprimer le logo du réseau en transparence pendant les retransmissions sportives en direct et les émissions de nouvelles, et brièvement après toutes les pauses. Le logo de la SRC [illegible] qui lui permet de trouver facilement le canal de diffusion des services français et anglais de la SRC/CBC dans un univers télévisuel de plus en plus encombré.

### LES RELATIONS GOUVERNEMENTALES ET EXTÉRIEURES

La section Relations gouvernmentales et extérieures a été désignée comme point de contact, au sein de la Société, pour les députés et les hauts fonctionnaires, ainsi que pour les organismes et groupes nationaux.

À la suite des élections fédérales d'octobre, ce service a entrepris des initiatives visant à renseigner les nouveaux députés et les nouveaux membres des Comités, et a mis sur pied des systèmes destinés à informer les membres du gouvernement à tous les niveaux et leur personnel, de façon continue, complète et rapide.

La section Relations gouvernementales et extérieures a en outre suivi les activités des principaux organismes et associations qui s'intéressent à la SRC.

Enfin, les émissions ayant un intérêt spécial pour divers groupes et associations ont été présentées lors de séances de visionnement spéciales.

### LE SOUS-TITRAGE DES ÉMISSIONS

Les réseaux français et anglais de télévision de la SRC ont offert aux téléspectateurs quelque 5 000 heures d'émissions sous-titrées au cours du dernier exercice.

La Télévision anglaise a retransmis environ 60 heures par semaine de programmation sous-titrée. Cette année, *Midday* s'est ajouté à la liste des émissions régulièrement sous-titrées. Par ailleurs, le parrainage institutionnel a permis le sous-titrage de l'émission *Lynette Jennings Home* ainsi que d'un match de hockey par semaine, le samedi soir, pendant la saison de la Ligue nationale de hockey. (Les principaux matches des séries éliminatoires de la LNH étaient sous-titrés avant 1993-1994.)

Du côté français, plus de 2 000 heures d'émissions, la plupart de source canadienne, ont été sous-titrées, soit près du tiers de la grille. Cette année, la technologie de sous-titrage en temps réel, Mediatex, a de nouveau confirmé son excellence, aussi bien pour la couverture en direct d'événements comme les élections fédérales d'automne, que les émissions enregistrées comme *Le Point* et *À tout prix*.




# LA SRC ET LE PUBLIC

## L'ENGAGEMENT COMMUNAUTAIRE

Les stations locales de la SRC ont pour rôle particulier de demeurer proches des gens qui paient pour le service et qui s'en servent, de répondre à leurs préoccupations, de se joindre à la célébration de leurs réussites et de montrer à l'antenne leurs histoires et leurs intérêts. Les stations régionales se sont bien acquittées de ce rôle au cours du dernier exercice en participant activement à une multitude d'événements communautaires. Cela comprenait autant la commandite d'activités culturelles et sportives que des campagnes de financement pour des organismes de charité locaux.

Ainsi, à titre individuel ou en collaboration, la SRC a commandité et appuyé un grand nombre d'événements dans le cadre d'activités et de programmes spéciaux. Mentionnons le Festival de Stratford, le Festival du film de l'Atlantique, le Festival de la musique Kiwanis, le Franco à Ottawa, le Concours international des feux d'artifice à Montréal, le Stampede de Calgary, le Festival du voyageur au Manitoba, le Carnaval d'hiver de Charlottetown et le Mois de la sensibilisation à l'histoire des Noirs. La SRC a aussi collaboré à deux nouveaux événements : le Festival international irlandais de Terre-Neuve à Saint-Jean et les Médiévales à Québec.

La SRC a fait connaître de jeunes artistes par l'entremise de concours musicaux comme le *Gala interprovincial de la chanson* en Colombie-Britannique, le concours annuel *Ontario Pop*, les *East Coast Music Awards*, le premier concours de la chanson thème pour le téléthon du Timbre de Pâques à Charlottetown et le concours *Let the Peoples Sing*, qui a eu lieu à Vancouver, première ville hors de l'Europe à accueillir cet événement.

Dans tout le pays, la SRC a participé à des campagnes qui ont permis de recueillir des millions de dollars en dons et en travail bénévole pour des projets et des organismes de charité locaux. Dans certains cas, on a même dépassé les [illegible] à Vancouver, *Danny's Cheesies Téléthon* a permis d'amasser 5 millions de dollars. Dans le cadre du *Volunteer-a-thon*, en Alberta, on a recueilli des engagements pour [illegible] heures de bénévolat, soit le double de l'année précédente. À Montréal, des bénévoles de la SRC ont organisé une collecte de produits alimentaires, pour un organisme local de jeunes, équivalant à 20 chargements de camions.

Les stations régionales ont exprimé les intérêts de leurs collectivités respectives [illegible] publics et de festivals locaux, d'émissions en extérieur, de productions pour des campagnes ou événements spéciaux, d'interviews de l'auditoire, de sondages et de groupes échantillons, de collectes de produits alimentaires, de vêtements et de jouets, de programmes de formation [illegible] et les élèves de collèges et d'écoles secondaires, ainsi que d'ateliers et de séminaires pour des écrivains, des acteurs et des techniciens en herbe et chevronnés.

Des visites, des expositions, des manifestations, des divertissements, du gâteau et des félicitations étaient à l'ordre du jour pour des célébrations spéciales comme le 10e anniversaire du Centre de radiodiffusion de Regina, la 23e saison de *Information Morning* à Dartmouth et les 25 ans de la SRC à Moncton. Des invitations trilingues ont été envoyées pour marquer le 30e anniversaire de l'arrivée de la SRC dans l'Arctique de l'Ouest à Inuvik. Une exposition soulignant le 40e anniversaire de la télévision de la SRC à Ottawa a eu beaucoup de succès auprès des visiteurs de l'Exposition du Canada central. Enfin, CBG Gander, CBY Corner Brook et CFGB Happy Valley-Goose Bay ont publié une brochure spéciale pour célébrer leur 50e année d'activité.

## LES COMMUNICATIONS EXTERNES

Les services anglais ont continué à promouvoir leurs émissions dans le cadre de la campagne « GO PUBLIC » lancée au printemps de 1993 au bénéfice de la télévision et élargie à l'automne de 1993 pour inclure la radio. Au cours de la deuxième étape de la campagne, les auditoires canadiens ont eu l'occasion d'appuyer publiquement leurs émissions favorites. On a également mis l'accent à l'échelle nationale sur les promotions des services de la radio, y compris des campagnes de publicité à la télévision anglaise tout au long de l'année, pour les services radio et stéréo anglais et leurs émissions principales.

Une innovation du côté de la promotion régionale anglaise a été la mise sur pied d'un projet pilote destiné à coordonner les campagnes ayant pour objet les émissions de nouvelles de début de soirée, à l'échelle nationale. Les Communications régionales ont ensuite lancé une campagne coordonnée ayant pour objet les émissions du matin à la radio, qui s'est avérée un franc succès.







[illegible] ***Mainstreet***
[illegible]



*Journée « portes ouvertes*
*à Charlottetown.*



*Pierre Granger, animateur de*
***Ce Soir Ontario/Outaouais***
[illegible]




[illegible]



*Le concours de chorales*
***Let the Peoples Sing*** *à Vancouver.*



## ESTION ET EFFECTIF (suite)

Montréal et à Toronto, on a inspecté et sélectionné
s documents visuels sur film afin que les réseaux
ançais et anglais de télévision puissent plus facilement
xploiter l'ancienne programmation. Des séquences que
on croyait perdues ont ainsi été retrouvées, de même
ue certains films en plus ou moins bon état. Ces pro-
ts permettront d'éliminer les documents d'archive qui
nt double emploi et de rendre leur utilisation plus
fficace et moins coûteuse.

### PRÉOCCUPATIONS ENVIRONNEMENTALES

a SRC peut dire fièrement qu'elle se préoccupait de
écologie bien avant l'adoption, en 1988, de la Loi cana-
ienne sur la protection de l'environnement. La SRC
intéresse en effet à la conservation et à la gestion de
énergie depuis 1976.

ans le domaine de la gestion des déchets, la Société a
ffectué une vérification environnementale en 1993 dans
e but d'évaluer les programmes et activités dans le
ilieu de travail au regard des pratiques de pointe dans
e domaine. Cette vérification s'est soldée par l'instau-
ation de programmes destinés à encourager le person-
el à suivre les cinq préceptes de la gestion des déchets:
épenser, réutiliser, réduire, rétablir et recycler.

Des programmes visant à promouvoir des pratiques «vertes» dans les bureaux ont été mis en œuvre et ont remporté beaucoup de succès. Par exemple, dans tous les locaux de la SRC, on utilise maintenant du papier recyclé pour presque tous les imprimés, le papier à en-tête, les enveloppes et le papier à photocopier. Par ailleurs, le papier est recyclé partout dans la Société et l'an dernier, on a économisé trois millions de feuilles de papier. De plus, les directives de la SRC en matière d'achats précisent maintenant que les produits chimiques servant à l'entretien des bâtiments doivent être biodégradables.

Tous les bureaux de la SRC sont vivement encouragés à prendre des initiatives qui permettront de créer un environnement plus sain tout en réduisant les déchets.



## GESTION ET EFFECTIF (suite)

Dans chaque cas, la plainte a fait l'objet d'un accusé de réception par le Bureau de l'ombudsman. Le personnel et la direction des services de programmes concernés ont, par la suite, eu l'occasion de répondre les premiers aux plaintes reçues. Dans la plupart des cas, les services ont répondu directement aux plaintes, en prenant soin d'indiquer que la question pouvait être renvoyée au Bureau de l'ombudsman pour faire l'objet d'un examen indépendant si les plaignants n'étaient pas satisfaits de la réponse. Dans certains de ces cas, la réponse envoyée par le personnel de la direction des services de programmes était simplement par objet de reconnaître une erreur ou un écart par rapport à la politique établie et il n'y avait pas lieu de poursuivre la correspondance. Toutefois, pour un certain nombre de dossiers, il n'y a aucune indication qu'une réponse initiale ait été envoyée par les employés des services de programmes ou leurs superviseurs.

Dans certains cas, le Bureau de l'ombudsman a par ailleurs reçu des lettres de plaignants qui, après avoir lu ou entendu la réponse fournie par le personnel des services de programmes, n'étaient toujours pas satisfaits. Dans tous ces cas, le Bureau de l'ombudsman, comme il est stipulé dans son mandat, a entrepris un examen indépendant et en a communiqué les résultats, et les raisons sur lesquelles s'appuyaient ces résultats, au plaignant ainsi qu'au personnel et à la direction directement concernés.

### ADMINISTRATION DES DROITS

Au Canada comme partout ailleurs dans le monde, la question des droits d'auteur et des droits voisins suscite un intérêt croissant. En raison surtout de la multiplication des marchés et des technologies, la valeur de la propriété intellectuelle a pris de plus en plus d'importance. On cherche à étendre la portée des droits existants et à faire reconnaître officiellement de nouveaux droits. La situation évolue de mois en mois, au rythme des nouvelles lois adoptées, des décisions des tribunaux, des affaires en instances, des dispositions contractuelles et des ententes intervenues. Cette évolution entraînera de nouveaux coûts, mais elle permettra également à la SRC de générer davantage de revenus.

Le Service de l'administration des droits a continué de veiller à ce que la Société profite au maximum des opérations où les droits entraient en ligne de compte. Le service a élaboré et mis en oeuvre des politiques et procédures relatives aux droits, dont il a contrôlé l'application. Ce service s'est également chargé de la gestion des droits au niveau institutionnel afin de promouvoir les meilleures pratiques et l'application cohérente des procédures. Le Service de l'administration des droits a protégé et exploité les droits détenus par la SRC, et s'est efforcé de conserver les droits sur les oeuvres nées d'une collaboration avec d'autres créateurs et de contrôler le coût des droits liés à l'acquisition de certaines émissions.

La loi américaine Audio Home Recording Act de 1992, qui vient d'entrer en vigueur, permettra de réclamer des droits d'auteur sur l'enregistrement dans les foyers des émissions diffusées par les médias électroniques aux États-Unis. Le Service de l'administration des droits se charge de protéger les droits des réalisateurs de la SRC sur leurs produits audio et d'obtenir la part de ce fonds grandissant qui revient à la Société.

### ARCHIVES

Le 25 octobre 1993, le président Gérard Veilleux et l'archiviste national du Canada, Jean-Pierre Wallot, ont signé un accord engageant la SRC et les Archives nationales à préserver les dossiers d'importance historique de la SRC et à les rendre accessibles au public.

Le 26 janvier 1994, une entente a été conclue avec l'Université Carleton dont la bibliothèque est maintenant dépositaire de la programmation de CBC Newsworld. Grâce à cette entente, les émissions de Newsworld réalisées depuis septembre 1992 sont disponibles à l'Université pour ceux qui désirent les consulter ou faire des recherches.

La SRC a accordé son appui à des projets favorisant la préservation et l'accessibilité par le public des documents régionaux d'archives de la SRC, en collaboration avec les Newfoundland Folklore and Language Archives de l'Université Memorial, les archives provinciales de Terre-Neuve et du Labrador, les archives publiques de la Nouvelle-Écosse, les archives provinciales et le Prince of Wales Northern Heritage Centre de Yellowknife.



## GESTION ET EFFECTIF (suite)

ardiste de la transitique à la rationalisation des procé-ures, le CNP regroupe les paiements de tous les comptes réditeurs de la Société, les règlements des avances et ais de déplacement ainsi que les activités de la paie.

tant donné que le CNP touchait tous les établissements e la SRC, il a dû compter sur l'étroite collaboration de ombreuses composantes. Le projet a été mis sur pied ans un délai de neuf mois sans dépasser le budget mparti et, grâce à une bonne planification et à la parti-ipation de toutes les parties intéressées, il n'y a eu

en a résulté l'un des services comptables les plus odernes en Amérique du Nord pour ce qui est des echniques et des procédures en cause. Même s'il audra environ deux ans pour récupérer les coûts de e projet, on peut prévoir des économies importantes our l'avenir. De nombreux représentants de grandes ntreprises et de ministères ont visité le CNP depuis on installation afin de constater sur place cette pplication fructueuse des principes du remaniement.

### L'INFORMATIQUE DE GESTION

'informatique de gestion (IG) a participé à plus de 00 projets visant à améliorer l'efficacité, à réduire les oûts d'exploitation et à offrir un soutien aux opérations es médias. Les projets décrits ci-après illustrent les fforts consentis par l'IG à ce chapitre.

Pour maintenir la position de chef de file de la Société n matière de couverture électorale, un nouveau système e traitement de l'information, décentralisé et bilingue, été mis au point pour la collecte, la répartition et la résentation des résultats du scrutin. Ce système rem-lace l'ordinateur central désuet, utilisé depuis de nom-reuses années. Le nouveau système a été élaboré et is en œuvre en moins de sept mois par une équipe ui variait entre une dizaine et une vingtaine d'experts, elon les étapes du projet. Inauguré lors des élections édérales de 1993, le système a servi à la réalisation de 6 émissions radiophoniques et de 22 émissions élevisées le soir des élections.

Pour atteindre ses objectifs d'exploitation, la Société a laboré un programme à long terme visant à réduire les frais administratifs. Ce programme repose sur l'optimisation des activités de fonctionnement par le biais du remaniement des procédés administratifs et de l'application de technologies de pointe.

Dans le cadre de ce programme, les Ressources humaines ont entrepris un projet de grande envergure, le Système intégré des ressources humaines et de la paie (SIRHP), destiné à remanier les systèmes de rémunération et de gestion du personnel de la SRC. Pour appuyer cette initiative et d'autres projets de même type, l'IG a commencé à installer un réseau de communications local et national à l'échelle de la Société.

Au cours de l'exercice, l'IG a en outre lancé le projet pilote « Beyond Mail », un système complexe de courrier électronique qui permet de transmettre et de traiter les formules et les autorisations. On prévoit que ce système offrira l'infrastructure nécessaire au remaniement et à l'optimisation de l'ensemble des procédés administratifs de la Société au cours des années à venir.

### L'OMBUDSMAN

Du 1er avril 1993 au 31 mars 1994, le Bureau de l'ombudsman de la SRC (services anglais et français combinés) a traité au total 304 dossiers (plaintes, commentaires et autres communications). Sur ce total, 192 avaient trait à la programmation anglaise de la SRC et 112, à la programmation française. L'an dernier, le total des dossiers était de 533. Il y a eu encore cette année plus de communications concernant les émissions de langue anglaise, mais l'écart entre les deux réseaux s'est amenuisé. Cette

l'existence de son bureau, surtout par une campagne de promotion à la radio et à la télévision.

À l'exclusion des communications qui ne portaient pas sur la programmation journalistique de la SRC et qui ont fait l'objet d'un accusé de réception avant d'être transmises au représentant de la direction concerné, 248 dossiers au total (137 anglais, 81 français) entraient dans le cadre des attributions du Bureau de l'ombudsman.



## GESTION ET EFFECTIF (suite)

Le Bureau a coordonné la publication et la distribution d'une analyse de contenu de la programmation de la Télévision française aux heures de grande écoute réalisée par Erin Research à l'automne de 1992. Cette étude montrait pour la première fois que la participation des reporters de sexe féminin dans les émissions de nouvelles était appréciable.

Une analyse semblable de la programmation de la télévision française aux heures de pointe, réalisée par le professeur André Caron à l'automne de 1993, sera publiée et distribuée sous peu. On s'attend à ce qu'elle montre que, pour la première fois, les reporters de sexe féminin sont représentées presque équitablement dans les nouvelles.

Le Bureau s'est également employé à mettre sur pied un projet destiné à une salle de nouvelles régionale de la télévision pour l'aider à trouver des moyens de mieux refléter les collectivités qu'elle dessert dans ses émissions quotidiennes de nouvelles. L'initiative serait reproduite dans toutes les salles de nouvelles régionales de la télévision.

Finalement, le Bureau a mis au point une base de données de personnes-ressources appartenant aux groupes désignés qui peuvent être interviewées dans le cadre des nouvelles ou des émissions d'actualités.

### LES COMMUNICATIONS AVEC LES EMPLOYÉ(E)S

La SRC tente de donner régulièrement à son personnel des informations sur ses activités; les Communications avec les employé(e)s jouent un rôle essentiel dans la promotion d'un mouvement bidirectionnel de l'information entre le personnel et la direction à tous les niveaux de la Société. En 1993-1994, le Service des communications avec les employé(e)s a ébauché un sondage sur les communications avec le personnel qui fut mis à l'essai auprès de groupes-cibles dans les régions et a développé des véhicules d'information destinés à créer un climat d'ouverture qui permette de tenir en tout temps le personnel au courant.

### AFFAIRES COMMERCIALES ET DÉVELOPPEMENT INSTITUTIONNEL

En 1993, afin de consolider ses activités commerciales, la SRC a mis sur pied le Service des affaires commerciales et du développement institutionnel. Ce nouveau service est chargé de cerner et d'exploiter des débouchés commerciaux qui, d'après une saine analyse et de solides projections, pourront devenir de nouvelles sources de revenu.

Une initiative clé de ce service nous permettra, dans le cadre d'une coentreprise avec Power Broadcasting Inc. d'acquérir, de mettre en ondes et de distribuer des émissions majoritairement canadiennes à l'intention d'auditoires à l'extérieur du Canada. Dès l'automne 1994, l'entreprise mettra en marché deux nouveaux services : Trio, un service de dramatiques, d'arts et de journalisme, et Newsworld International, version internationale du service Newsworld de la SRC; les deux nouveaux services seront diffusés aux États-Unis par le biais du satellite de radiodiffusion en direct DirecTv.

Au cours de l'année, le Service des affaires commerciales et du développement institutionnel s'est intéressé à diverses initiatives commerciales et alliances stratégiques. Ainsi, il a joué un rôle de premier plan dans les négociations relatives à l'établissement d'une station exploitée en propre par la SRC au Nouveau-Brunswick; l'entente tripartite qui en a résulté permettra à la SRC de financer entièrement l'acquisition à l'aide de recettes additionnelles ou de sommes économisées. En outre, le service a participé aux négociations et aux préparatifs en vue de l'audience publique tenue par le CRTC en mars 1994 au sujet de l'octroi de licences à de nouveaux services spécialisés.

### LE CENTRE NATIONAL DES PAIEMENTS (CNP)

Conformément aux objectifs de la Société, en particulier celui d'utiliser les technologies modernes pour réduire les frais administratifs, le secteur Finances et Administration a mis sur pied le Centre national des paiements, un important projet de remaniement des processus d'exploitation lancé à la fin de 1992. Alliant la technologie avant-




## GESTION ET EFFECTIF (suite)

### Effectif de la SRC
*au 31 mars 1994*

| Catégories d'emploi | Âge moyen | Femmes | Hommes | Total |
|---|---|---|---|---|
| Réalisateurs/réalisatrices | 46 | 133 | 237 | 370 |
| Personnel de présentation | 41 | 463 | 722 | 1 185 |
| Techniciens/techniciennes | 42 | 182 | 2 688 | 2 870 |
| Services scéniques et scénographiques | 43 | 536 | 683 | 1 219 |
| Ventes | 41 | 247 | 119 | 366 |
| Gestion des médias | 48 | 71 | 189 | 260 |
| Gestion financière | 43 | 119 | 146 | 265 |
| Ressources humaines | 45 | 80 | 49 | 129 |
| Ingénierie | 44 | 10 | 161 | 171 |
| Informatique de gestion | 40 | 44 | 120 | 164 |
| Personnel de bureau | | | | |
| – Production | 40 | 465 | 120 | 585 |
| – Exploitation/Distribution | 41 | 570 | 204 | 774 |
| – Administration | 38 | 142 | 41 | 183 |
| Autres | 45 | 226 | 350 | 576 |
| **Total** | **42** | **3 288** | **5 829** | **9 117** |

**Légende :**

*Réalisateurs/réalisatrices*—Conçoivent, organisent et réalisent les émissions de radio et de télévision.

*Personnel de présentation*—Est en ondes et dirige le personnel de soutien pour la production et la distribution des émissions.

[illegible] techniques nécessaires à l'exploitation, à la production et à la distribution des émissions.

*Services scéniques et scénographiques*—Produisent et règlent tous les éléments scéniques et scénographiques pour les émissions de télévision.

*Ventes*—Commercialisent et vendent le temps d'antenne publicitaire à la télévision. Commercialisent et vendent les [illegible]

*Gestion des médias*—Supervise, dirige et donne des conseils sur la production, l'exploitation et la distribution des émissions de radio et de télévision.

*Gestion financière*—Administre l'utilisation des ressources financières de la Société et donne des conseils à cet égard.

*Ressources humaines*—Gèrent, aident et améliorent l'efficacité des ressources humaines de la Société.

*Ingénierie*—Dirige, améliore et met en œuvre les changements techniques apportés à l'équipement de la Société et à ses acquisitions.

*Informatique de gestion*—Exploite, améliore et met en œuvre les systèmes informatiques nécessaires au fonctionnement efficace de la Société.

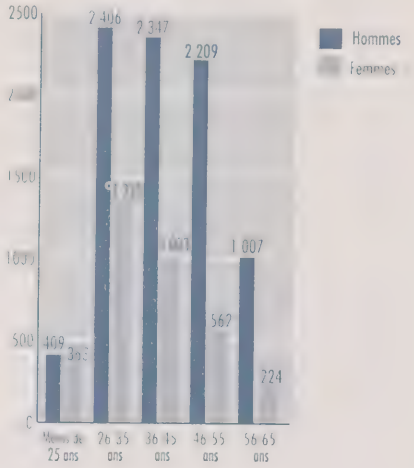
*Personnel de bureau*—Accomplit toutes les fonctions quotidiennes nécessaires requises dans la production, l'exploitation et la distribution des émissions de radio et de télévision, ainsi que dans l'administration de la Société.

*Autres*—Les gestionnaires, spécialistes et professionnels qui voient au fonctionnement de la Société.

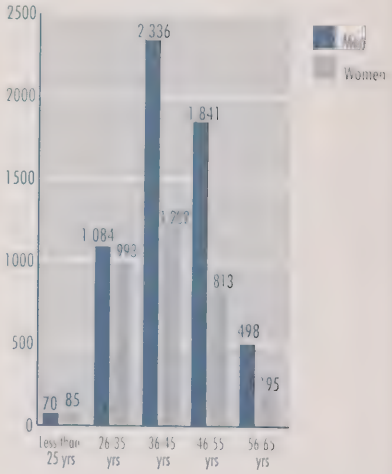


## GESTION ET EFFECTIF (suite)

**Effectif de la SRC**
au 31 mars 1984
(12 183)




**Effectif de la SRC**
au 31 mars 1994
(9 117)




Le premier bulletin sur l'équité en matière d'emploi a été distribué à l'ensemble du personnel. Très bien accueilli, le premier numéro traitait de questions générales sur l'emploi et la représentation, et invitait les lecteurs et lectrices à transmettre leurs commentaires.

### REPRÉSENTATION ÉQUITABLE À L'ANTENNE

Pour consolider son énoncé de mission en matière d'équité, à l'antenne et dans l'emploi, la SRC l'a intégré à ses objectifs d'ensemble, pour faire en sorte que ses émissions répondent à des normes globales relatives à la représentation équitable de quatre groupes désignés par la loi, à savoir les femmes, les peuples autochtones, les personnes handicapées et les membres de minorités visibles.

Le Bureau de la représentation équitable dans la programmation a entrepris diverses activités à court et à long terme pendant l'exercice 1993-1994. Les activités à court terme comprenaient des rencontres avec les composantes médias à des fins de sensibilisation, des consultations avec des groupes et des personnes de l'extérieur et le règlement d'un certain nombre de plaintes.

Parmi les activités à long terme, citons la rédaction et la diffusion d'une brochure visant à informer le personnel de la SRC et les intéressés de l'extérieur de l'existence du Bureau de la représentation équitable dans la programmation et de ses activités, de même que la publication d'un bulletin sur l'équité à l'antenne et dans l'emploi.

(suite p. 74



GESTION ET EFFECTIF (suite)

a en outre aidé des journalistes de la radio et de la télévision de l'Afrique du Sud dans la réalisation de reportages indépendants qui seront diffusés à la radio et à la télévision au cours de la prochaine saison.

*Formation technique (radio)*

L'équipe de formation a livré 1 293 participants/jours de formation dont 88% consacrés aux régions et 12% aux réseaux. Le service a également complété la révision et la traduction d'un manuel d'auto-formation et de perfectionnement intitulé « La Production en studio » (The Studio Production Handbook), qui peut être utilisé sans instructeur.

## LA CAISSE DE RETRAITE

Les améliorations apportées au Régime de retraite de la SRC par suite de l'allocation de l'excédent de 64.6 millions de dollars ont été mises en oeuvre au milieu de 1993. Ces améliorations comportaient le relèvement de l'indexation des prestations, l'assouplissement de la formule de retraite et la prolongation du service de la rente aux [illegible]. La Société a poursuivi la suspension temporaire de la contribution patronale au régime de retraite, conformément à la résolution adoptée par le conseil d'administration en janvier 1993. Le Régime de retraite de la SRC demeure l'un des plus généreux et la Caisse de retraite, l'une des mieux gérées au pays.

## L'ÉQUITÉ EN MATIÈRE D'EMPLOI

Le président-directeur général a approuvé le nouveau libellé du slogan de la SRC pour l'équité en matière d'emploi. Le nouveau slogan vise à souligner que la SRC ne se contente pas simplement d'appliquer la loi mais qu'elle est fermement engagée, tant au plan de l'emploi qu'à celui de la représentation à l'antenne. La phrase « La SRC s'engage à appliquer les principes d'équité en matière d'emploi et de représentation à l'antenne » [illegible] et à l'extérieur de la Société. De plus, la demande d'emploi de la SRC a été révisée pour éliminer toute [illegible]. Notre. La nouvelle demande est également disponible en gros caractères, sur disquette et en braille.

Le fonds « Coup de pouce » a été rétabli en avril 1993. Le fonds offre une aide financière pour faciliter les stages et l'aménagement des lieux de travail des quatre groupes désignés aux termes de la Loi sur l'équité en matière d'emploi, soit les femmes, les autochtones, les personnes handicapées et les membres des minorités visibles. Grâce à ces apprentissages, les stagiaires peuvent acquérir l'expérience nécessaire pour [illegible] aux postes qui [illegible] cours de recrutement. Soixante-quatorze projets ont été présentés, dont 38 ont été autorisés conformément aux critères de financement du fonds « Coup de pouce ».

Les apprentissages offerts comportaient des stages de formation dans plusieurs [illegible] notamment [illegible] à la télévision, réalisateur à la radio, recherchiste à la radio, [illegible] assistant à la production télé (régie), directeur technique télé, technicien (magnétoscope) et annonceur. La plupart des stages durent de deux mois à un an.

Pratiquement tous les centres d'exploitation de la SRC ont participé à des activités d'approche destinées à attirer les membres des groupes désignés ayant démontré des aptitudes. Au nombre de ces activités s'inscrivent la participation à des salons des carrières; les annonces publicitaires sur les pratiques d'emploi de la SRC qui [illegible] publiées dans le journal autochtone national *First Perspectives*, le magazine *Abilities* et un bulletin ethnoculturel canadien; l'organisation de journées « portes ouvertes »; la réalisation de vidéos sur les occasions d'emploi à la Société; l'établissement de contacts avec divers [illegible] d'enseignement susceptibles de [illegible] nom des candidats appartenant aux groupes désignés et [illegible] les compétences nécessaires.

La création d'un « camp d'été » par la Radio anglaise a été l'un des moyens novateurs d'attirer des candidats parmi les groupes désignés. La direction de la Radio espère qu'en initiant des jeunes du secondaire à la radio, ceux-ci envisageront une carrière à la Société le moment venu pour eux de choisir. D'une durée d'une semaine, ces camps ont permis à ces jeunes de toucher à tous les aspects de la radio : réalisation en studio et en extérieur, écriture pour la radio, techniques d'interviews et montage. Par suite du vif succès remporté, l'équipe de la Radio anglaise a organisé un camp similaire durant les vacances d'hiver et prévoit en offrir plusieurs autres.



**GESTION ET LITIGE (suite)**

Le Service des relations industrielles et des relations avec les artistes a participé aux négociations entreprises pour acquérir la station CHSJ à Saint-Jean (Nouveau-Brunswick) et a également fourni des renseignements à l'appui de la demande de licence qui a été ensuite [illegible].

**Formation** — Le Service des relations industrielles et des relations avec les artistes a élaboré et donné aux gestionnaires locaux un cours d'introduction sur les relations industrielles qui fait maintenant partie du Programme national de gestion de la formation et du [illegible].

## FORMATION ET PERFECTIONNEMENT

La Société a sensiblement accru son engagement vis-à-vis la formation en 1993-1994, afin de répondre aux [illegible] augmenter la productivité et la qualité des programmes et de maintenir sa réputation d'excellence journalistique.

### *La Radio et la Télévision françaises*

Dans le cadre de la responsabilité journalistique, les efforts de formation ont porté, entre autres, sur les sujets suivants :

- Démarche journalistique fondamentale pour les artisans de la télévision;
- Droit et déontologie : en collaboration avec les services juridiques et l'ombudsman de la SRC;
- Journalisme et économie : une série d'ateliers préparés en collaboration avec l'École des Hautes [illegible] de Montréal.

De plus, à l'invitation du ministère des Affaires étrangères et de l'Agence de coopération culturelle et technique (ACCT), la SRC a développé et organisé un programme de perfectionnement au Canada pour 12 journalistes de trois pays d'Afrique francophone (Burkina Faso, Mali et Bénin) intitulé «Journalisme en démocratie». Devant le succès remporté par ce programme, ces deux institutions, qui en assurent le financement, ont demandé à la SRC de l'offrir à nouveau en 1994.

SRC Formation et Développement a répondu à une demande accrue pour de la formation intégrée et spécifique en gestion. Nous avons ainsi offert de la formation en gestion à près de 740 employés à raison de deux jours de formation par employé en moyenne.

### *La Radio et la Télévision anglaises*

Par suite de l'engagement renouvelé de la Société au chapitre de la formation, la Radio anglaise a été en mesure de présenter plusieurs ateliers de formation avancée à l'intention de ses premiers réalisateurs et monteurs. Des modules de formation offerts dans les localités par des formateurs locaux ont également été mis au point dans le but de mieux intégrer les activités de formation dans les régions.

À la Télévision anglaise, l'année a été marquée par de nombreux efforts en matière de perfectionnement. De nouveaux ateliers ont été conçus pour renforcer les connaissances en journalisme et promouvoir l'excellence en gestion. Des postes de travail multimédias et interactifs ont été installés dans les principaux établissements, ce qui a permis d'entreprendre la réalisation de matériel tournant sur CD-ROM. On a également élaboré un nouveau programme de formation technique dans le cadre duquel des cours de production vidéo légère (PVL) ont été donnés dans les régions.

S'appuyant sur les principes de l'équité en matière d'emploi, le Service de la formation de la SRC a en outre organisé davantage de stages pour promouvoir auprès des femmes les emplois non traditionnels, notamment le journalisme et l'écriture des séries dramatiques.

Dans le but de favoriser la programmation locale à faible budget et le développement des talents locaux, le Service de la formation a travaillé étroitement avec le personnel pour réaliser les émissions suivantes : *What on Earth* (Regina), *True North* (Yellowknife), *Street Cents* (Halifax), *Cottage Country* (Ottawa) et *50 & Up*, *Mixe* et *Driver's Seat* (Vancouver). Ces initiatives ont contribué à augmenter les revenus et à élargir les auditoires de la SRC, à développer les talents locaux et à appuyer les émissions à faible budget. Le personnel de la formation



# Gestion et effectif

## RELATIONS INDUSTRIELLES ET RELATIONS AVEC LES ARTISTES

L'exercice 1993-1994 a été marqué par le changement, attribuable en grande partie au fait que le Conseil canadien des relations du travail (CCRT) a accordé des certificats à toutes les unités de syndicats et [illegible] à la SRC (communément appelé le dossier anglais), sauf dans la province de Québec et à Moncton (Nouveau-Brunswick).

Les certificats qui ont été délivrés, à effet au 13 décembre 1993, reconnaissent officiellement comme agents des négociations pour l'unité de Réalisation et présentation des [illegible] la National Association of Broadcast Employee and Technicians (NABET) et pour l'unité Administration générale, le Syndicat canadien de la fonction publique (SCFP). À la fin de l'exercice financier, l'intégration de [illegible] à l'unité Administration générale progressait de façon satisfaisante.

De plus, le CCRT a établi que les unités de négociation du dossier français (syndicats et associations de la SRC reconnus dans la province de Québec et à Moncton) n'étaient plus adéquates et devaient faire l'objet d'une révision. Au 31 mars 1994, le CCRT poursuivait ses audiences pour déterminer le nombre d'unités qui [illegible] et la façon dont elles devraient être définies.

Le 30 avril 1993, l'Association des professionnels et superviseurs (APS) a transmis une demande de certification pour couvrir les superviseurs et les spécialistes. Le rayonnement de l'unité proposé par l'APS serait national et couvrirait les réseaux français et anglais.

### *Négociations*

[illegible] toutes les conventions collectives de la Société avant fait l'objet de négociations. Tous les syndicats anglais ont signé des ententes d'un an. Les agents de négociation ont indiqué leur intention de revenir à la table des négociations pour [illegible].

À la fin de l'exercice financier, les négociations étaient en cours pour les unités francophones. La Société est arrivée à négocier des conventions collectives sur deux ans auprès du Groupe des corps de métiers des immeubles (GCMI) du Syndicat national des travailleurs et travailleuses en communications (SNTC) et auprès du Syndicat des employés de la production du Québec et de l'Acadie (SEPQA).

### *Griefs et arbitrage*

Le nombre des griefs déposés par les syndicats et associations a continué de diminuer au cours du dernier exercice. Plusieurs facteurs contribuent à cette évolution, notamment l'effort continu consenti par la Société et les syndicats et associations pour passer d'une relation conflictuelle à une attitude de confiance favorisant la résolution conjointe des problèmes. À cela s'ajoutent les restrictions financières actuelles et le fait que le nouveau paysage audiovisuel exige que la Société et les syndicats et associations s'adaptent à ce nouvel environnement rapidement et de façon efficace, pour mieux se positionner dans un marché en pleine expansion.

### *Approches novatrices*

Le Service des relations industrielles et des relations avec les artistes a apporté une contribution notable au rétablissement des émissions de nouvelles de début de soirée à Windsor.

L'accord, qui a été conclu entre la Société d'une part et la CWSG et la NABET d'autre part, présente des caractéristiques novatrices; par exemple, le recours à des compétences multiples et les affectations transunités, ainsi que l'utilisation d'une technologie de pointe. Le Service des relations industrielles et des relations avec les artistes a négocié des facilités importantes en ce qui concerne le champ des compétences en obtenant de la NABET la permission d'utiliser la radiotique, une technologie des plus novatrices.



## PLANIFICATION ET RÉGLEMENTATION (suite)

### RELATIONS AVEC LES STATIONS AFFILIÉES

#### *Radio*

Au cours de l'exercice 1993-1994, les stations de Parry Sound et de Huntsville se sont complètement désaffiliées du réseau anglais de radio. La SRC a par ailleurs entrepris la désaffiliation de la station de Rivière-du-Loup du réseau français de radio. Dans chacun des cas, la Société a érigé des réémetteurs pour offrir la programmation de la SRC aux régions qui étaient desservies par ces affiliées.

La Société a actuellement des ententes d'affiliation avec trois stations de radio de langue française et quatre de langue anglaise.

#### *Télévision*

La SRC s'est quelque peu rapprochée de son objectif à long terme de posséder et d'exploiter une station de télévision dans toutes les provinces canadiennes, en décembre 1993, lorsqu'elle a demandé au CRTC l'autorisation d'acquérir l'actif et de poursuivre l'exploitation de l'affiliée de longue date, CBSJ-TV à Saint-Jean (Nouveau-Brunswick), et de ses réémetteurs. L'autorisation permettrait à la Société d'offrir une gamme complète de services de télévision en anglais au Nouveau-Brunswick, grâce à des installations modernes situées à Fredericton.

La Société a conclu une entente portant sur le renouvellement de l'affiliation de cinq stations avec le réseau français de télévision.

En attendant le règlement du litige sur la stratégie commerciale régionale du réseau en Colombie-Britannique, le renouvellement à long terme de l'entente entre la Société et ses 22 affiliées de langue anglaise a été reporté au prochain exercice.

L'affiliée de langue anglaise CKVR-TV de Barrie, en Ontario, a déposé auprès du CRTC une demande de désaffiliation qui sera examinée au cours d'une audience publique en juin 1994. Au cours de cette audience, le CRTC examinera en outre la demande de la Société visant à installer et à exploiter des réémetteurs dans la région actuellement couverte par la station de Barrie.



# PLANIFICATION ET RÉGLEMENTATION

## RENOUVELLEMENT DES LICENCES

**Réseaux de radio de la SRC**— Ayant renouvelé les licences des réseaux de radio de la SRC en mars 1993, le Conseil de la radiodiffusion et des télécommunications canadiennes (CRTC) s'est penché sur le renouvellement des licences de l'ensemble des stations radiophoniques de base de la Société. Au cours de l'automne et de l'hiver 1993, la Société a présenté les demandes de renouvellement de licence de ces stations. À la fin de l'exercice, près de la moitié des demandes avaient fait l'objet d'avis public. Le CRTC doit rendre ses décisions au cours du prochain exercice.

**Réseaux de télévision de la SRC**—En mars 1994, le CRTC a tenu des audiences publiques d'une semaine au cours desquelles il a étudié les demandes de la Société portant sur le renouvellement des licences des réseaux de télévision française et anglaise. Le CRTC rendra sa décision au cours de l'été 1994.

## DEMANDES DE SERVICES SPÉCIALISÉS

Le cadre d'exploitation canadien du nouvel environnement multichaîne s'est quelque peu précisé en juin 1993. Le CRTC a alors publié le fondement de politique sur lequel il s'appuierait pour accorder les licences des nouvelles chaînes spécialisées. Lors de la publication, le CRTC a en outre annoncé que les demandes de licence des nouvelles chaînes spécialisées et à la carte au pays seraient examinées au cours d'audiences spéciales au début de 1994.

Les audiences ont eu lieu en février et en mars 1994. La Société a participé, à divers titres, à cinq demandes de licences :

- à titre de demandeur unique de la chaîne nationale de nouvelles et d'information de langue française, le Réseau de l'information (RDI);
- à titre de coentrepreneur avec Baton Broadcasting Inc. (projet dans le cadre d'une demande portant sur une chaîne nationale de services spécialisés de langue anglaise, Headline, qui offrirait des manchettes et autres informations;
- à titre de partenaire de grands organismes canadiens du secteur des arts et Bell Canada, dans le cadre de demandes portant sur une chaîne spécialisée bilingue, Festival, qui offrirait des émissions sur les arts d'interprétation et autres domaines connexes;
- à titre de participant d'une chaîne spécialisée de langue française à la carte, Chapiteau, qui offrirait des films, des téléfilms, des dramatiques, des émissions rediffusées, etc.;
- à titre de participant d'une chaîne spécialisée de langue anglaise, Showcase, qui offrirait un bouquet d'émissions de fiction, constitué de dramatiques, de comédies et de films.

À la fin du présent exercice, on ne prévoyait aucune décision au titre de ces demandes avant la mi-juin 1994. La plupart des demandeurs ont proposé de lancer leur service le 1er janvier 1995 si les licences leur étaient accordées.



## INGÉNIERIE (suite)

presque terminées à Moncton (télévision) et à Ottawa (radio), tandis que la régie principale de télévision de [illegible]

À la section télévision de Montréal, les ACR-25 vieillissants ont été remplacés par de nouveaux systèmes numériques multicassettes de présentation vidéo, tandis qu'à Toronto, on a entrepris l'installation de deux nouveaux systèmes numériques. Quatrième de la série, le studio 44 de [illegible] comprend un nouveau système vidéo, d'un pupitre de son et d'installations d'éclairage.

On a aussi installé dans plusieurs stations au pays un [illegible] (système VITC). Ce système permettra de joindre des données et même des signaux de commande aux signaux vidéo transmis par satellite ou par d'autres moyens. Les travaux de développement de cette technologie emballante se poursuivent, en prévision d'une éventuelle rationalisation de l'exploitation.

Afin de s'assurer que les décisions prises en termes d'[illegible] à la SRC procède régulièrement à des évaluations de matériel et de systèmes. Par ailleurs, les normes et directives touchant l'installation et les essais de mise en exploitation sont constamment mises à jour pour tenir compte de l'évolution des technologies.

### DÉVELOPPEMENT DES NORMES ET DE LA TECHNOLOGIE

Le Service de développement des normes et de la technologie (SDNT) est responsable de la mise au point [illegible] pour les activités de production et de diffusion de la SRC, tant à la radio qu'à la télévision. Il représente également les intérêts de la SRC en ce qui a trait à l'élaboration de normes techniques et de réglementations à l'égard de ses activités de diffusion à l'échelle régionale, nationale et internationale.

Le dernier exercice a été extrêmement stimulant en regard de l'évolution rapide de la radiotélévision vers un univers entièrement numérique où l'informatique, les télécommunications et la radiotélévision seront hautement intégrées au sein d'un « réseau de réseaux ». Dans ce milieu, les nouveaux équipements et les nouvelles technologies ont au départ comme seul impact de remplacer les équipements ou technologies périmés afin d'améliorer les performances ou de réduire les coûts. Mais tôt ou tard ils entraînent des changements fondamentaux qui transforment radicalement notre façon de faire des affaires tout en offrant de nouveaux horizons beaucoup plus vastes. La radiodiffusion numérique est déjà bien engagée dans cette voie, tandis que du côté de la télévision, on en est encore au stade des études et des supputations quant au potentiel des divers systèmes numériques proposés.

Le SDNT est engagé à fond dans cette avenue et explore les avantages que ces nouveaux développements pourraient apporter à la SRC. Il offre également des conseils sur les besoins de la SRC et des autres diffuseurs canadiens à ceux et celles qui travaillent à la planification de l'univers numérique. En somme, il a pour tâche d'offrir à la SRC de nouvelles options technologiques qui lui permettront de prendre des décisions éclairées et de conserver son rôle de chef de file en tant que radiodiffuseur national.

**Total des stations et réémetteurs de Radio-Canada**
*au 31 mars 1994*

| | *Réseaux télévision* | | | *Réseaux radio* | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | Anglais | | Français | | | |
| | Ang. | Fr. | Total TV | Mono AM/FM | Stéréo FM | Mono AM/FM | Stéréo FM | Total radio | Grand Total |
| Stations de base SRC | 11 | 8 | 19 | 33 | 10 | 16 | 7 | 66 | 85 |
| Réémetteurs SRC | 438 | 174 | 612 | 374 | 14 | 153 | 1 | 542 | 1 154 |
| Stations privées affiliées | 22 | 5 | 27 | 4 | - | 3 | - | 7 | 34 |
| Réémetteurs privés et communautaires | 172 | 28 | 200 | 53 | 2 | 8 | - | 63 | 263 |
| **Total** | **643** | **215** | **858** | **464** | **26** | **180** | **8** | **678** | **1 536** |




**omité d'évaluation des rubans magnétiques**—Sous la résidence du Groupe studio du SIE, le Comité d'évaluation es rubans magnétiques a retenu 23 produits parmi les 31 ui ont été évalués. Les contrats négociés auront permis e réduire de 4 % le prix unitaire des bandes magnétiques, e qui représente des économies d'environ 200 000 $ par apport à l'exercice financier précédent.

ette année marquait aussi le début de l'exploitation e systèmes de production entièrement numériques. e Comité cherche maintenant à obtenir de tous les abricants une réduction du prix des bandes à particules [illegible] erme vise à assurer la disponibilité de supports magnéques à prix abordables dans les années à venir. Si la ltuation actuelle persistait, la SRC aurait à composer vec une augmentation de 300 % du prix des bandes agnétiques (soit environ 3 millions de dollars).

râce au travail de négociation du Comité, la SRC a pu ainsi conomiser quelque 5 millions de dollars depuis 1988.

**tude sur les archives**—Le Groupe Studio a procédé à ne étude approfondie des méthodes d'archivage à la SRC. e rapport du comité a permis d'améliorer les méthodes tilisées pour l'archivage et d'implanter de nouveaux sysèmes d'archivage issus des nouvelles technologies. Ces ystèmes permettront à la SRC de réaliser d'importantes conomies au plan de l'exploitation.

e rapport du SIE a également servi de référence à une tude menée par le gouvernement fédéral sur l'archivage u patrimoine canadien. Il est intéressant de noter que a SRC est considérée comme un chef de file dans le domaine de la sauvegarde et de la conservation des renseignements stockés sur supports d'enregistrement mag[illegible]. Le gouvernement fédéral lui a par la suite demandé au SIE d'agir en qualité de conseiller technique auprès d'un groupe d'étude.

**Télécode**—Les premiers essais-pilotes visant à démontrer la faisabilité de la transmission de données autres que celles des radiodiffuseurs dans l'intervalle de suppression verticale des signaux vidéo des réseaux [illegible]. Les essais s'étant montrés satisfaisants, on prévoit signer avec une firme extérieure un contrat d'association de trois ans qui permettra de développer davantage cette capacité des réseaux de la SRC. Le système complet a été mis en œuvre sans coût d'immobilisation ni frais d'exploitation pour la SRC, et l'accord [illegible] à la société [illegible] à ses nouveaux travaux.

Parallèlement, des discussions se poursuivent avec le [illegible] au Parlement sur la question de l'utilisation de l'intervalle de suppression verticale par le radiodiffuseur qui en est propriétaire.

## IMMOBILISATIONS DE PRODUCTION

Cette année encore, les ressources de ce service ont été réparties entre les projets d'immobilisation et le Centre canadien de radiodiffusion, ce dernier ayant canalisé près de 20 % des efforts. On a aussi complété l'aménagement des studios et des salles de montage de CBLT et de *Prime Time News*, du studio de présentation de Newsworld, d'un studio d'enregistrement et de mélange, et de nombreuses [illegible].

Un certain nombre de systèmes de présentation automatisés ont également été installés, notamment à St. John's (radio et télévision), Halifax (radio), Saint-Jean (radio), Whitehorse (radio) et Iqaluit (radio).

Parmi les [illegible] à Halifax et d'un car de reportage télévision à Moncton ainsi que le remplacement de la cabine et du châssis de l'unité radio de Calgary. On a également fait l'acquisition d'un car de reportage de la société Spectel qui sera utilisé à Montréal. Celui-ci a été repeint et des modifications mineures ont été apportées afin de l'adapter aux exigences de Montréal.

Des travaux [illegible] également en cours dans plusieurs centres du pays. Au terme de l'exercice financier, les installations étaient



*La régie de production du studio 55 de CBLT au Centre canadien de radiodiffusion à Toronto*



# L'INGÉNIERIE

## TRANSMISSION ET DISTRIBUTION

**Le Centre canadien de radiodiffusion**—Plusieurs antennes paraboliques de réception par satellite d'émissions de télévision ont été déménagées de la rue Jarvis au toit du nouveau Centre de radiodiffusion. Des efforts considérables de coordination des fréquences avec les utilisateurs terrestres de micro-ondes ont dû être déployés pour que l'opération s'effectue sans causer de perturbation. Les antennes qui restent seront déménagées au cours de 1994-1995.

**Panne du satellite Anik E-2**—Lorsque Anik E-2 a cessé de fonctionner le 20 janvier dernier, tous les services de la SRC ont dû être transférés sur Anik E-1. Toutefois, en raison des capacités restreintes de ce dernier satellite, il a fallu réaffecter sur bande Ku un transpondeur sur bande C et réduire ainsi d'une unité le nombre de transpondeurs sur bande C.

Le transfert du trafic, qui pourrait prendre jusqu'à six semaines en temps normal, a été réalisé en moins d'une semaine par le personnel d'exploitation régional. Cette opération a nécessité la réorientation de plus de [illegible] éloignées, ainsi que la resyntonisation aux nouvelles [illegible].

**Déménagement de la station AM de Winnipeg**—Le déménagement de la station AM de langue anglaise de Winnipeg plus près de la ville a été effectué à l'automne de 1993. L'expansion urbaine de Winnipeg avait entraîné une détérioration graduelle du rendement des anciennes installations au cours des dernières années.

**La radio numérique**—[illegible] de Toronto et des trois stations du réseau mono de Montréal a été terminée en mars dernier. Les travaux ont été exécutés par l'Ingénierie de Radio-Canada pour le compte de la société Digital Radio Research Inc. L'inauguration officielle des installations de Montréal et de Toronto a été suivie du deuxième symposium international sur la radiodiffusion numérique, auquel la SRC participait en qualité de coprésidente du symposium et de présidente du comité de programmation. Plus de 400 délégués provenant de 26 pays y participaient.

**La compression numérique**—Les capacités de compression audio et vidéo de divers systèmes de transmission ont été évaluées en prévision de la sélection éventuelle d'un système. De concert avec l'Association canadienne des utilisateurs de satellites et la société Systèmes de radiodiffusion de pointe du Canada, la SRC travaille avec l'industrie canadienne pour préparer l'implantation prochaine de la nouvelle technologie de compression vidéo numérique.

**Expérimentation de l'intégration voix-données-radio**—À l'automne 1993, un réseau intégré de transmission voix-données-radio entre Vancouver, Toronto et Montréal a été mis à l'essai. Cet essai a permis d'acquérir de l'expérience en vue de la mise en œuvre de services de réseau intégrés dans l'ensemble de la SRC.

## L'INGÉNIERIE D'EXPLOITATION

Au cours de l'exercice financier 1993-1994, le Service de l'ingénierie d'exploitation (SIE) a continué d'assumer ses responsabilités fonctionnelles en matière de maintenance, d'exploitation et de formation technique à travers la Société.

**Archives de radiodiffusion**—Le SIE, en collaboration avec le Service de références de la Maison Radio-Canada, a développé le concept et la définition d'un projet de « Vidéo sur demande » de qualité « non-broadcast » qui permet la consultation de séquences vidéo en mode d'accès nondirigé.

L'accès instantané aux archives vidéo durant la production ou la diffusion d'une émission offre de nombreux avantages. Ces avantages seront peut-être un jour disponibles à distance grâce aux technologies de transmission que les firmes de distribution de la vidéo-sur-demande grand public tentent maintenant de développer.

**La formation**—Le Conseil technique radio, sous la gouverne du directeur du SIE, a élaboré un plan d'affaires intégré pour remplir les besoins de formation en exploitation technique à travers le pays. Ce plan a été retenu par le Conseil national de formation qui en a confié la responsabilité d'implantation au Service national de la formation et du développement de la SRC relevant du Service des ressources humaines.

**Support aux émetteurs**—Le groupe de la transmission du SIE a étudié divers problèmes chroniques reliés à la fiabilité et à l'entretien d'un type spécifique d'émetteur utilisé dans plusieurs régions. Les mesures adoptées ont permis à la SRC de réaliser des économies de centaines de milliers de dollars. Le manufacturier a dû réparer les émetteurs en question et remplacer sans frais l'émetteur de Yarmouth. De plus, une méthode de mesure de phases de circuits d'amplification élaborée et expérimentée à Stoneham permet d'opérer dorénavant à pleine puissance. Cette méthode sera mise en application partout au pays.



## CTIVITÉS EXTERNES (suite)

e bureau de Paris compte près de 2 200 contributions quelque 110 émissions, dont 70 en radio et 40 en lévision. Parmi ces contributions, on compte 175 pos pour *Le Téléjournal* et 700 pour *Le Radiojournal* les nouvelles de langue anglaise.

s bureaux de Londres et de Paris ont commencé à éparer la couverture CBC/SRC des événements qui arqueront le 50e anniversaire du Jour-J en Europe.

s correspondants de la SRC au bureau de Washington t assuré la couverture de la première année du prési- [illegible] la Maison Blanche. Ils ont notamment fait s reportages sur la ratification de l'Accord de libre-hange nord-américain et le lancement d'une campagne stinée à assurer à tous les citoyens américains l'accès des soins de santé adéquats.

a couverture offerte par les bureaux de New York et des ations-Unies a porté notamment sur les décisions prises r le Conseil de sécurité relatives à la Bosnie et la malie, ainsi que sur l'explosion au World Trade Center.

### LE GROUPE DIFFUSEUR-HÔTE

[illegible] Le Groupe Diffuseur-hôte a emménagé ans ses nouveaux quartiers à Victoria, au Centre de adiodiffusion international des Jeux du Commonwealth e 1994. La deuxième conférence des détenteurs de droits e radiodiffusion a eu lieu en avril 1994 entre les quatre rincipaux participants, BBC, ABC, TVNZ et SRC/CBC, ans le but de finaliser les plans avant la tenue des Jeux ui se dérouleront du 18 au 28 août 1994. Anticipant le etour possible de l'Afrique du Sud dans le giron du mmonwealth, des représentants de la SABC étaient ésents à la conférence en tant qu'observateurs.

e ministère de l'Industrie a conclu une entente avec [illegible] afin d'assurer la transmission n direct d'Ottawa à Hanovre, en Allemagne, du discours u Premier ministre à l'occasion des cérémonies d'ou- [illegible] la plus grande exposition ondiale sur les technologies de l'information, [illegible]

### TV5 QUÉBEC-CANADA

TV5 Québec-Canada est un consortium regroupant neuf organismes audiovisuels et cinématographiques, diffuseurs et producteurs, publics et privés, dont la Société Radio-Canada fait partie depuis le début, soit depuis septembre 1988. Offerte en exclusivité sur le câble, sa diffusion s'est étendue depuis cinq ans à toutes les provinces et elle atteint aujourd'hui un auditoire de plus de 3 millions d'abonnés au Canada.

TV5 Québec-Canada continue de contribuer à TV5 Europe où environ 20 % des émissions sont d'origine canadienne. À titre d'exemple, *le Téléjournal* de la SRC est diffusé en début de journée sur tout le réseau de TV5 Europe qui rejoint maintenant près de 28 millions de foyers dans 26 pays.

En plus du 5e anniversaire de TV5 Québec-Canada, l'année 1993 a aussi marqué le début de TV5 Afrique. Grâce à ses systèmes SDM (systèmes à diffusion par micro-ondes) et à l'aide financière du gouvernement du Canada pour la mise en place de ces systèmes, TV5 peut maintenant atteindre dans ces pays une plus forte portion de la population. Le signal est reçu au Gabon, au Sénégal, au Mali, au Burkina Faso, au Niger, au Bénin et en Côte d'Ivoire.

En Amérique latine, où TV5 est offert depuis octobre 1992, le signal est diffusé dans 12 pays, dont l'Argentine, le Brésil, le Chili et le Mexique, et TV5 prévoit augmenter sa pénétration au cours de 1994.

Fidèle à ses objectifs, TV5 Québec-Canada participe activement et à part entière à la mise en valeur de la mosaïque francophone à travers le monde. Dans la corbeille des émissions exportées vers TV5 Europe, TV5 Afrique, TV5 Amérique latine et Caraïbes, on retrouve [illegible] information, évasion, culture, [illegible] fiction, divertissement, jeunesse.

TV5 remplit donc sa double mission : offrir aux gens de chez nous une programmation venue d'ailleurs et [illegible] la francophonie européenne, la culture, l'identité du Québec et du Canada.

Deux projets sont à l'étude pour 1994 : une meilleure présence aux États-Unis et une possibilité de diffusion en Asie.



# Activités externes

## RELATIONS INTERNATIONALES

La récolte des prix accordés aux émissions de la SRC en 1993-1994, à la radio comme à la télévision, a été excellente. La Société a reçu l'an dernier plus de 300 prix internationaux et nationaux—notamment sept pour l'oeuvre de Frédéric Back, *Le Fleuve aux grandes eaux*, y compris les grands honneurs du prestigieux festival d'Annecy — ainsi qu'une Rose d'argent et une Rose d'or au Festival de la Rose d'or de Montreux, pour l'émission *The Kids in the Hall* de la Télévision anglaise. Au Festival de la radio de New York, la Médaille d'or accordée au meilleur reportage spécial ainsi que le Grand Prix ont été décernés au Service des nouvelles nationales de la Radio anglaise pour *The Voices of War - 1992 Foreign Year in Review*. À la radio française, une réalisation de Cynthia Dubois, *À la recherche de la prairie perdue*, a remporté le premier prix, section documentaire, du Prix Gilson 1993.

Pour préparer la Conférence générale de 1994, qui doit avoir lieu à Vancouver en août, l'Association de radiodiffusion du Commonwealth a tenu à Ottawa la réunion annuelle de son comité permanent. La SRC a été élue à la Présidence du Conseil des Radios-télévisions d'Expression Française (CIRTEF) lors de la dernière Assemblée générale du Conseil qui s'est tenue à Québec en mai 1993. Depuis janvier 1994, le vice-président de la Radio française de Radio-Canada, Marcel Pépin, est Président de la Communauté des Radios Publiques de Langue Française (CRPLF); son mandat est de deux ans.

Des projets de formation ont été mis sur pied en Afrique, en Asie, dans les Antilles et les anciens pays d'Europe orientale et centrale, sous l'égide d'organismes internationaux comme l'Institut de l'Asie et du Pacifique pour le développement des émissions radiophoniques, le Secrétariat pour les pays du Commonwealth, le Fonds spécial d'éducation en Afrique du Sud, ainsi que du gouvernement canadien. Le Service de nouvelles de la Radio anglaise a envoyé des experts pour donner de la formation en radiodiffusion en Namibie, en Afrique du Sud, en Jamaïque, au Bélize, en Pologne, en Hongrie et en Ukraine.

La Radio française a accueilli 16 groupes de visiteurs venant d'un peu partout dans le monde, y compris le Gabon, la France, l'Australie, la Russie, la Hongrie, l'Allemagne, le Portugal et la Belgique. Les membres de la Reuter Foundation, qui nous ont rendu visite au Centre canadien de radiodiffusion de Toronto, venaient des Bahamas, des Seychelles, de l'Équateur, de la Russ et du Nigéria. Par ailleurs, plus de 250 visas et permi ont été émis à des équipes de la radio et de la télévisi pour assurer la couverture d'événements qui se sont produits à travers le monde.

## BUREAUX À L'ÉTRANGER

En septembre 1993, la liaison par satellite entre Londres et Toronto a bénéficié de la dernière merveille technologique — la compression numérique — qui a permis de quadrupler la capacité de transmission des reportages vers le Canada. La Société partage ces installations avec la World Service Television de la BB et contrôle maintenant deux circuits vidéo et huit cana audio qui fonctionnent 24 heures sur 24. Grâce à cett innovation, les segments d'émissions réalisés à Londre pour le compte de Newsworld et de la chaîne de télévision principale de la SRC s'établissent, en moyenne, à 250 par mois. Au cours de l'année, nos équipes basée à Londres ont réalisé des reportages à Baghdad, en Bosnie, en Somalie, en Israël et en Pologne.

La fièvre de la chaude actualité internationale européenne a continué à mobiliser, en 1993-1994, les ressources du bureau de Paris. L'Union Européenn et le GATT, l'OTAN, l'interminable guerre dans l'ex-Yougoslavie, le Sommet francophone de l'Île Maurice le Symposium de Davos en Suisse, le nouveau gouverne ment, les inondations et les manifestations en France, la situation chaotique en Algérie, le départ des soldats canadiens de Chypre, les premières visites de Jean Chrétien et de Daniel Johnson en Europe ont, entre autres, fait l'objet de reportages de nos équipes.



**RVICES SPÉCIALISÉS (suite)**

la fin de l'exercice 1993-1994, pour marquer le début sa cinquième année d'exploitation, Newsworld s'est nnée une nouvelle image en renouvelant son logo, ses cors et son indicatif musical. Cette nouvelle image ent la programmation de Newsworld.

s Canadiens et les Canadiennes se sont tournés en outer des nouvelles-chocs et des émissions suscitant réflexion. Au cours de la saison régulière, l'auditoire ebdomadaire moyen de Newsworld s'établissait à taux de pénétration du câble s'est également accru, qui a permis à Newsworld d'atteindre 6,8 millions lovers câblés.

**RADIO CANADA INTERNATIONAL**

cours de l'exercice 1993-1994, Radio Canada ternational a diffusé au minimum 232 heures par maine en sept langues (français, anglais, ukrainien, sse, arabe, espagnol et chinois) vers les Amériques, s Antilles, l'Afrique, l'Europe, l'Asie, la Russie et les ouveaux États de l'ex-URSS.

haque semaine, RCI diffuse 9,5 heures en français 11,5 en anglais vers l'Amérique latine; 11,5 heures français et autant en anglais vers les Antilles; 0,5 heures en français et 19,5 en anglais vers les ats-Unis; 21,5 heures en français et 26,5 en anglais ers l'Europe; 11,75 heures en français et 14,5 en n anglais vers l'Asie et le sous-continent indien; et ,5 heures en français et autant en anglais vers le

es émissions s'adressant expressément aux Canadiens anadiennes les plus populaires de la SRC, ont été dif- isées dans toutes les régions cibles à raison de 28 heures n français et de 53,25 heures en anglais par semaine haque semaine, RCI diffuse 15,75 heures en russe, 5,75 heures en ukrainien, 7 heures en chinois (man- arin), 10,5 heures en espagnol et 7 heures en arabe.

RCI a en outre fait parvenir de la musique populaire monde et des documentaires en cinq langues à plus d'une centaine d'autres stations. Certaines de ces émissions ont été retransmises sur les chaînes nationales en Russie et dans plusieurs autres pays.

Conséquence de sa longue collaboration avec le ministère de la Défense nationale, RCI a commencé à fournir des services de radio par satellite 24 heures sur 24 aux Forces canadiennes en Somalie, dans le Golan, en Croatie et en Bosnie, de même qu'aux bases militaires de l'OTAN en Allemagne, en Belgique et aux Pays-Bas. La programmation comprenait des émissions des réseaux français et anglais de la SRC ainsi que l'émission quotidienne *Magazine des Casques bleus/Report to Peacekeepers*, produite par RCI et transmise également sur ondes courtes à l'intention de ceux et celles qui, comme les marins en service près d'Haïti, sont hors de la portée du satellite.

RCI a également réalisé des leçons de langue anglaise pour diffusion par des stations de radio dans des pays étrangers. En 1993-1994, ces pays comprenaient la Chine (14 stations), la Russie (22 stations), l'Ukraine (23 stations du réseau national), la Lettonie (11 stations du réseau national), l'Estonie (7 stations du réseau la Namibie et 11 pays d'Amérique latine.

RCI est financé par le biais d'une entente de contribution avec le gouvernement du Canada. La subvention, qui est administrée par le ministère des Affaires extérieures, sera réduite de 15 % au cours de l'exercice 1994-1995.



**LA RADIOTÉLÉVISION RÉGIONALE (suite)**

public national. D'autres initiatives, telles que la promotion accrue d'émissions entre les services médias et les régions ont permis de faire un meilleur usage de la radio et de la télévision comme outils de promotion.

## PERSPECTIVES D'AVENIR

Les stations régionales continueront de veiller à ce que les Canadiens partout au pays reçoivent le meilleur ser-

Les stations régionales viseront donc à augmenter la qualité et la quantité de leurs émissions, diffusées en région aussi bien qu'aux réseaux. Le principal objectif des stations régionales dans l'avenir sera d'augmenter le reflet des régions à l'antenne nationale.

Les stations régionales se sont engagées à faire un ex men approfondi de leur fonctionnement de façon à pou voir maintenir leur niveau de service advenant de nou velles compressions budgétaires. Les nouvelles techno gies, la formation et le développement des employés ainsi que la polyvalence du personnel demeureront des stratégies importantes dans l'atteinte de cet objectif.

Windsor pour encourager la polyvalence et le dévelopg ment de nouvelles technologies.

Dans le cadre du processus de renouvellement des licences des stations régionales amorcé en 1993-1994, la SRC demande au CRTC de réaffirmer l'importance des contributions régionales, tant au niveau régional que national.

# SERVICES SPÉCIALISÉS

### NEWSWORLD

L'année 1993-1994 a été des plus mouvementées, et Newsworld y était pour assurer une couverture en direct des moments marquants de l'année. La signature historique du traité de paix au Moyen-Orient, les élections fédérales et le retour des médaillés olympiques canadiens sont autant d'événements que Newsworld a présentés à des millions de Canadiens et de

Au chapitre de la programmation, le réseau a porté une les élections fédérales et autonome comme en témoignent la diffusion en direct des débats en français et en anglais de même que les analyses quotidiennes de la campagne. L'émission *CBC Morning News a* été renforcée par de nouveaux présentateurs et par la couverture accrue des nouvelles-chocs en direct.

Par ailleurs, le réseau a lancé une nouvelle série documentaire canadienne intitulée *Rough Cuts*, signe concr de son engagement envers les producteurs de films indépendants du pays.



*G-D : Jordi Morgan, Norma Lee MacLeod, Joanne Stefanyk Henry Champ,* ***The CBC Morning News.***



## A RADIOTÉLÉVISION RÉGIONALE (suite)

e reflète les réalités régionales, sous forme de contri-utions et d'insertions aux émissions régulières, de éries complètes ou d'émissions spéciales.

### a Radio française

urant la saison 1993-1994, les émissions réseau ncipalement produites en région représentaient 8% e la programmation, comparativement à 4,5% l'année écédente. (Voir *La Radio française*, p. 44)

### a Télévision française

u cours de l'année, la participation des régions stations SRC et affiliées) au réseau français de télévi-ion est passée de 15% à 16%. (Voir *La Télévision rançaise*, p. 24)

### a Radio anglaise

la Radio anglaise (AM et FM Stéréo combinés), plus de 0% des émissions proviennent des stations régionales. Voir *La Radio anglaise*, p. 51)

### a Télévision anglaise

u cours de la saison 1993-1994, environ 54% des missions de la Télévision anglaise étaient produites régions. (Voir *La Télévision anglaise*, p. 33)

## OBJECTIFS DE GESTION

### COÛT-EFFICACITÉ

***Objectif : S'assurer que les objectifs des programmes et des stations sont atteints au meilleur coût possible.***

Trois initiatives d'envergure à long terme visant à améliorer la productivité des régions ont été mises en place durant l'exercice 1993-1994. La plus importante était l'examen, entrepris en octobre 1993, des pratiques et méthodes de fonctionnement des stations régionales. Une fois l'examen terminé, l'Exploitation de la radiotélévision régionale sera en mesure de rationaliser ses opérations au pays et de réaffecter ses ressources selon les priorités de programmation établies par les réseaux.

### COLLABORATION

***Objectif : Établir avec les vice-présidents médias une relation formelle de communications.***

Les rencontres des directeurs régionaux et des vice-présidents médias continuent de servir de tribune officielle de consultation sur la programmation. La revue annuelle des plans de gestion offre aussi une autre occasion de discuter ouvertement des activités de programmation de chacune des stations.

À la radio comme à la télévision, ce travail soutenu avec les responsables de la programmation régionale au sein des réseaux a permis aux émissions et contributions régionales de prendre leur place aux antennes nationales.

### PRODUCTION ET DISTRIBUTION

***Objectif : Assurer la qualité de la production des émissions et de la distribution du signal dans les régions.***

La Société doit fournir l'infrastructure nécessaire (ex., ressources humaines, financières et techniques, formation) pour permettre aux régions de produire et de diffuser des émissions de qualité. La plupart des régions ont donc consenti des efforts considérables à la formation du personnel. D'autres initiatives portant sur le remplacement d'équipement de production et de transmission ont été mises en oeuvre pour s'assurer que les auditoires régionaux sont bien desservis.

### L'IMAGE DE LA SOCIÉTÉ

***Objectif : Renforcer l'image de la Société dans toutes les régions.***

L'image de la Société se définit d'abord par l'excellence de ses émissions, mais aussi par la promotion, les communications et la présence dans les différentes communautés desservies. Les stations régionales sont donc les porte-parole de la Société en région et prennent une part active aux stratégies nationales de communications visant à maintenir un réseau de soutien fort et renouvelé partout au pays.

Pour ce faire, les directeurs et les artisans demeurent actifs et présents dans leur communauté, renforçant la présence et l'importance de la SRC en tant que service



## LA RADIOTÉLÉVISION RÉGIONALE (suite)

Fidèles à leur mandat de contribuer au développement du talent canadien, les stations radiophoniques ont créé diverses activités à l'intention des jeunes auditeurs de leur région. Par exemple, Moncton a lancé le premier concours *Pop-Rock 15-25* à l'intention des groupes de musique populaire francophone; Sudbury a créé le concours *La Brunante*, pour les groupes musicaux également. Regina a participé à l'enregistrement et la diffusion de cinq [illegible] et Matane a mis sur pied le concours *Reporters en herbe*.

Comme toujours, les stations régionales de radio ont aussi accordé beaucoup d'importance aux diverses manifestations communautaires et culturelles dans leurs milieux. À titre d'exemples, notons le Festival franco-ontarien à Ottawa, le Festival de Petite Vallée en Gaspésie, le Festival du voyageur au Manitoba, le Gala interprovincial de la chanson dans l'ouest et plusieurs salons du livre au Québec.

Parmi les faits saillants de la radio régionale, on note aussi la création d'un service d'abonnement à des émissions d'information et de sports, et l'ajout de périodes locales le dimanche matin pour la plupart des stations.

### *Les services anglais*

À la suite d'une évaluation des réactions de l'auditoire à la formule élargie de 90 minutes pour les émissions d'information télévisées, les stations régionales ont repris le format de 60 minutes. Par contre, des créneaux ont été libérés dans la grille horaire réseau le jeudi, de 19 h à 19 h 30, ainsi que le samedi, de 18 h à 19 h 30 et en fin de soirée, pour permettre aux régions d'y insérer leurs propres émissions.

Ces initiatives marquent le retour des émissions régionales aux heures de grande écoute, une activité qui avait été abandonnée lors de la restructuration de 1990. Les stations régionales de télévision de langue anglaise ont maintenant comme priorité d'améliorer la qualité et la quantité des services à l'auditoire. Au niveau de l'information, par exemple, les normes journalistiques ont été renforcées et la formation des journalistes s'est accrue.

La Radio régionale anglaise, pour sa part, a été très active au cours de l'année. Par exemple,

- les stations des Maritimes ont tenu une tribune téléphonique sur le SIDA à l'intention des adolescents;
- Vancouver a présenté une émission spéciale sur le concours de chant choral « Let the Peoples Sing » tenu pour la première fois à l'extérieur de l'Europe;
- la radio du Service du Nord s'est déplacée le long de la rivière MacKenzie pour faire connaître des endroits rarement exposés à l'antenne de la SRC;
- en Ontario, l'émission *Radio Noon* a relié toutes les stations publiques de la province et de la rive américaine des Grands Lacs pour discuter du partage de responsabilités dans l'entretien de ces cours d'eau.

**Part d'auditoire d'émissions de début de soirée à la Télévision anglaise SRC**
*Marché éventail, lundi - vendredi, part du marché au quart d'heure*

| | Printemps 1993 18 h - 19 h % | Printemps 199 18 h - 19 h % |
|---|---|---|
| Saint-Jean (T.-N.) | 54 | 67 |
| Charlottetown | 64 | 69 |
| Halifax | 21 | 23 |
| Saint-Jean/Moncton | 13 | 6 |
| Montréal (Anglophones) | 15 | 16 |
| Ottawa | 8 | 10 |
| Toronto | 7 | 9 |
| Winnipeg | 25 | 23 |
| Regina | 12 | 19 |
| Edmonton | 5 | 6 |
| Vancouver | 8 | 10 |

*Source : Recherche SRC (BBM)*

## LE REFLET RÉGIONAL AUX RÉSEAUX

***Objectif : S'assurer que les régions sont bien représentées à l'antenne nationale et que les ressources régionales sont adéquates pour appuyer les objectifs de contributions régionales aux réseaux de radio et de télévision.***

La radio et la télévision de la SRC se distinguent par leur enracinement dans les diverses régions du pays. Il n'est pas une journée où la programmation réseau SRC




# LA RADIOTÉLÉVISION RÉGIONALE

es stations régionales ont continué d'offrir une large amme d'émissions locales et régionales par l'entremise e quatre services médias distinctifs, soit la radio et la [illegible] télévision [illegible]. Chacun de ces services est développé séparément, en fonction des besoins, des préoccupations et des désirs des communautés desservies.

ans l'ensemble du pays, la SRC produit et diffuse ces ervices par l'intermédiaire des 85 stations qu'elle xploite. Les services de la SRC sont aussi distribués ar 34 stations privées affiliées, 1 154 réémetteurs SRC 1 263 réémetteurs privés et communautaires.

## AITS SAILLANTS DE 1993-1994

Malgré l'érosion des ressources, des changements [illegible] à la collaboration troite qui s'est établie entre les têtes de réseaux et les égions. Parmi ces changements, on compte, à la Radio t à la Télévision françaises, le transfert à Québec des missions agricoles produites auparavant par les éseaux à Montréal.

à la Télévision anglaise, on a vu le retour à un format de 0 minutes pour les émissions d'information de début de oirée, l'ajout d'une émission d'information régionale le amedi en début de soirée et le retour d'émissions égionales en heures de pointe le jeudi et le samedi soir.

e comité national créé en 1992 avec le mandat de définir e concept de « reflet régional » et d'examiner les processus ui permettraient de rehausser le reflet régional à 'antenne a remis son rapport à la haute direction et au conseil d'administration de la Société. L'appui reçu des deux groupes laisse présager que des ressources seront réaffectées à la réalisation de cet objectif.

La SRC a aussi présenté des demandes au CRTC portant sur l'acquisition des installations de télévision de la New Brunswick Broadcasting Limited et sur l'exploitation d'un réseau d'information continu de langue française au Canada. Le CRTC s'étant prononcé en faveur de ces requêtes, la SRC pourra maintenant exploiter le plein service de télévision au Nouveau-Brunswick et offrir un réseau d'information continu aux auditeurs francophones du pays.

## OBJECTIFS DE PROGRAMMATION

### LES BESOINS EN RÉGION

***Objectif : Bien identifier les besoins des populations en région et s'assurer de la pertinence de la programmation face à ces besoins.***

#### *Les services français*

Les directions régionales ont poursuivi leurs consultations avec les communautés francophones les plus touchées par les changements apportés à la structure et au mandat de la télévision régionale en 1990-1991. Les ressources supplémentaires allouées à la suite de ces discussions ont permis aux régions de l'Ontario/Outaouais et à celle de Québec/Est du Québec d'améliorer leurs émissions d'information télévisées de début de soirée. À Moncton, ces crédits additionnels ont permis de financer les équipes régionales chargées de produire des contributions aux réseaux.

**Auditoire moyen aux principales émissions d'information de début de soirée à la Télévision française SRC**

*aire globale de couverture, lundi - vendredi, moyenne au quart d'heure*

| | Printemps 1993 | | Printemps 1994 | |
|---|---|---|---|---|
| | 18 h - 18 h 30 | 18 h 30 - 19 h | 18 h - 18 h 30 | 18 h 30 - 19 h |
| | (milliers) | (milliers) | (milliers) | (milliers) |
| Moncton | 37 | 29 | 32 | 25 |
| Québec | 92 | 71 | 107 | 75 |
| [illegible] | [illegible] | 28 | 39 | 24 |
| Ottawa-Outaouais | 29 | 25 | 31 | 22 |

*Source : Recherche SRC (BBM)*









Les lauréates au concours de musique
**Ontario Pop 1993**



*La Ribambelle*



*Mary Walsh, Rick Mercer, Cathy Jones*
**This Hour Has 22 Minutes**



*Daybreak.*



*De retour à Saint-Jean (T.-N.),* **The Dovle Bulletin**
publié par Marjorie et John Doyle





## A RADIO ANGLAISE (suite)

fin de consolider ses nombreuses entreprises de vente
e scénarios et d'audiocassettes, la Radio anglaise a
ée le service « RadioWorks » à l'automne de 1993.

e studio Glenn Gould est devenu une salle de prestige
Toronto pour les concerts, les présentations par de
andes entreprises et les enregistrements musicaux
[illegible] la Radio anglaise
e la SRC est dorénavant coparrainé par la revue
[illegible]

### L'ÉQUITÉ

***Objectif : S'assurer que les femmes sont représentées équitablement à l'antenne dans les émissions du réseau AM et du réseau FM de la radio SRC; s'assurer que les objectifs d'équité en matière d'emploi établis pour les réseaux de la Radio anglaise sont atteints d'ici décembre 1994.***

e pourcentage de femmes qui animent ou coaniment
es émissions réseau dépasse dorénavant 40 %. Plus
e la moitié des postes de directeur de la radio dans
es centres régionaux sont occupés par des femmes. Le
amp d'été qu'a offert le Centre de radiodiffusion aux
lèves du secondaire pour certaines catégories d'emploi
à la radio est une nouvelle initiative qui a remporté un
rand succès (et qui sera répétée).

### LA PRODUCTIVITÉ

***Objectif : Veiller à rentabiliser au maximum l'utilisation des ressources financières et autres de la Société pour la production des émissions.***

a Radio anglaise a réalisé ses objectifs en matière de
gain de productivité en 1993-1994 et les dépassera en
[illegible]
ffectées à de nouvelles initiatives de programmation. Par
ailleurs, des ateliers sur les questions de la productivité
et les principes d'un « remaniement » efficace ont été
offerts à l'occasion de rencontres nationales et de
conférences de réalisateurs-coordonnateurs.

## PERSPECTIVES D'AVENIR

La qualité et le caractère distinctif de la Radio anglaise de la SRC, son caractère non commercial, la loyauté et l'influence de son auditoire, sa capacité d'assumer des composantes clés du mandat de la Société en font l'un des principaux atouts de la SRC.

Le défi consiste à trouver le juste équilibre entre la stabilité et l'évolution. Si les transformations que nous opérons sont trop rapides et mal ciblées, elles risquent d'aliéner les groupes qui nous soutiennent à la base. Par ailleurs, si le service ne réussit pas à prendre de l'expansion et à se développer, il commencera à stagner et perdra tout intérêt aux yeux des Canadiens.

Nous avons l'intention d'enrichir et de cibler nos grilles horaires de façon concertée. Après avoir pris d'importantes mesures pour réaménager les grilles du week-end, nous nous concentrerons désormais sur les grilles de la semaine aux deux réseaux. Au cours de l'été 1994, pendant les longs week-ends, nous mettrons à l'essai une émission de variétés d'un nouveau genre, qui s'intitulera *Blue Skies* et qui sera présentée conjointement par le réseau et les régions. À l'automne de 1994, nous offrirons une version renouvelée et améliorée de *Sunday Morning*, nous présenterons une nouvelle émission sur la responsabilité journalistique et nous ajouterons des éditions week-end de l'émission *World at Six*. Il y aura des changements importants aux grilles horaire le samedi et le dimanche, en après-midi et en soirée, au réseau AM comme au réseau FM.

Dorénavant, les services radiophoniques de langue anglaise sont planifiés et développés dans le cadre d'alliances stratégiques avec de nouveaux partenaires.

En matière de programmation régionale, notre principale priorité continue de favoriser l'essor des émissions locales du matin, dont un élément fondamental est la mise en place d'un leadership journalistique unique et intégré.

Finalement, nous désirons mieux cibler et mieux orienter nos nouvelles initiatives entrepreneuriales, depuis la location de nos studios jusqu'à nos services de transmission de données par voie hertzienne, en passant par la commercialisation de livres, de cassettes, de disques et de modules de formation.



## LA RADIO ANGLAISE (suite)

### LE REFLET TRANSCULTUREL (ANGLAIS-FRANÇAIS)

***Objectif : Continuer d'offrir et, si possible, d'élargir les émissions de la Radio anglaise qui reflètent les préoccupations et la culture des francophones aux anglophones, et celles des anglophones aux francophones.***

De nombreuses initiatives se poursuivent dans le domaine de la musique, depuis un concours d'écriture de chansons jusqu'à des concours conjoints et des échanges réguliers d'émissions. Des émissions d'actualité ont été couronnées de succès, par exemple une édition conjointe de *Cross Country Checkup* présentée par le réseau anglais et le réseau français de la SRC, des profils littéraires d'écrivains et de poètes du Québec et une émission spéciale conjointe entre Regina et le réseau français de la SRC lors d'un long week-end de congé.

D'importantes émissions de nouvelles et d'actualités traitent régulièrement et en profondeur des préoccupations du Québec et de la collectivité francophone.

### LE CONTENU CANADIEN

***Objectif : Continuer de satisfaire les exigences très strictes en matière de contenu musical canadien établies par le CRTC lorsqu'il a renouvelé les licences des réseaux et des stations.***

Ces objectifs, soit 50 % pour la musique populaire et 20 % pour la musique classique, ont été atteints et même dépassés.

### LES AUDITOIRES

***Objectif : Tenter de retrouver les niveaux d'écoute records de 1990-1991.***

La part d'auditoire a continué de s'effriter légèrement en 1993, mais a donné certains signes de remontée en 1994. Selon des sondages Gallup Canada et d'autres sondages indépendants, la radio AM de langue anglaise de la SRC a beaucoup plus d'impact et d'importance pour les Canadiens que ne l'ont toujours laissé entendre les sondages de la BBM. Des mesures de la qualité indiquent que la satisfaction vis-à-vis des services [illegible]

## OBJECTIFS DE GESTION

### L'ESPRIT D'ÉQUIPE

***Objectif : Continuer de privilégier l'esprit d'équipe dans la gestion des réseaux de la Radio anglaise et le renforcer.***

L'esprit d'équipe en matière de gestion des services de la Radio anglaise a été renforcé grâce aux améliorations apportées à l'équipe des activités de programme composée de chefs de service et de cadres supérieurs, et à la mise en place d'équipes de secteur dans chaque service.

### LES NOUVELLES TECHNOLOGIES

***Objectif : S'assurer que les nouvelles technologies sont pleinement exploitées pour accroître l'efficacité des activités de programme de la SRC, de son administration et de sa gestion.***

Le centre de production radio du nouveau Centre de radiodiffusion de Toronto a été consolidé et réorganisé sous la direction d'une nouvelle équipe administrative ce centre agira comme leader national dans l'implantation de nouvelles technologies de radiodiffusion.

La Radio anglaise a pris la tête de file du projet «Une invitation au changement», son objectif étant de recourir à de nouvelles technologies et à de nouvelles méthodes de travail pour accroître sa productivité.

### LES ACTIVITÉS ENTREPRENEURIALES ET L'UTILISATION HORS ANTENNE

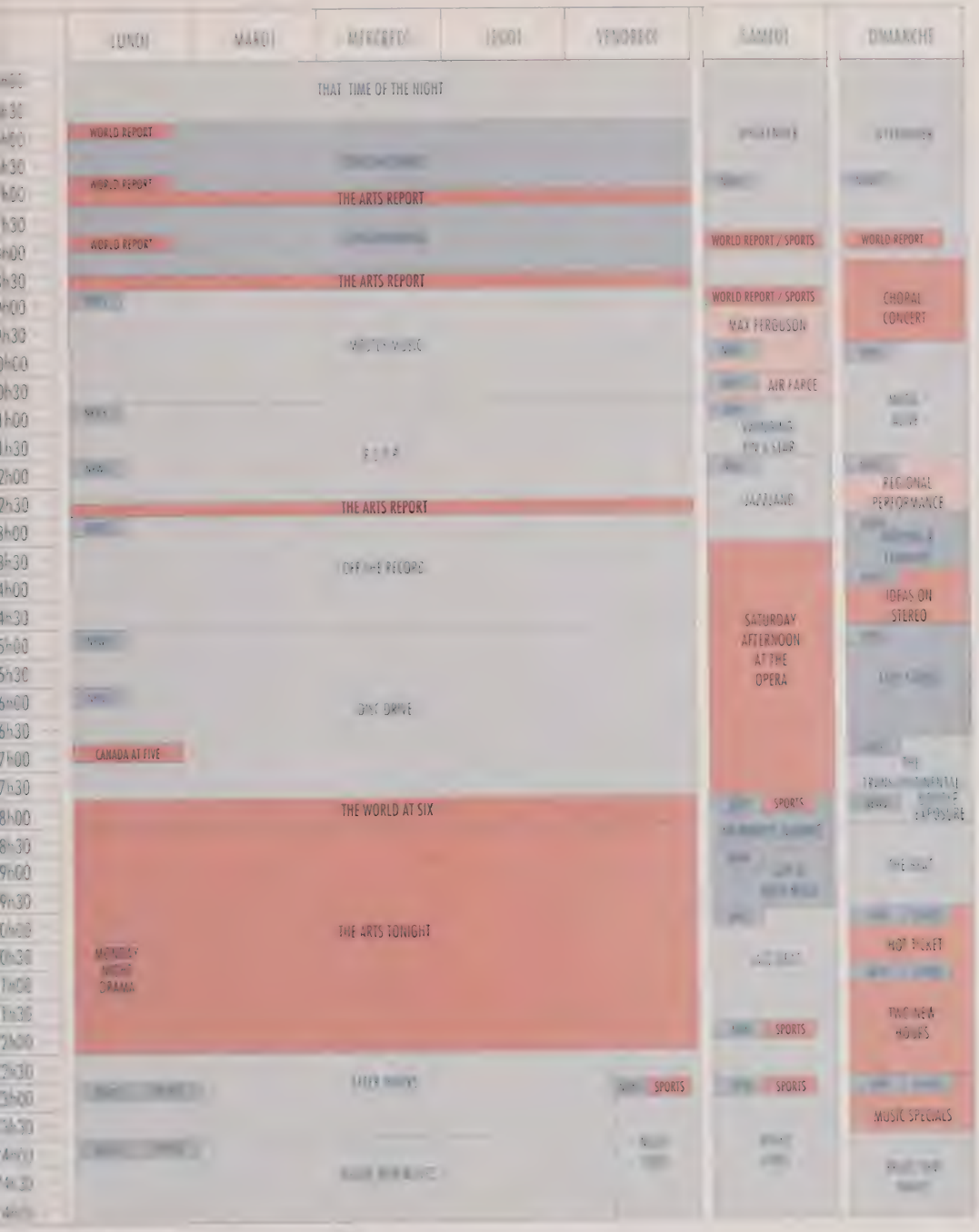
***Objectif : Trouver de nouveaux débouchés pour nos émissions et nos autres ressources, de façon à relever le profil de notre leadership public en matière de journalisme et de culture.***

Le service des disques, CBC Records, est le plus important producteur de disques classiques au pays. Il produit chaque année de 25 à 30 enregistrements sur disques compacts, y compris de nombreux enregistrements ayant reçu des prix Juno. Pour la première fois cette année, CBC Records a atteint le seuil de rentabilité. Il a également élargi ses activités à de nouveaux marchés en Europe et en Asie.




## DGRAMMATION DE LA RADIO FM STÉRÉO ANGLAISE SRC

ier – mars 1994



## PROGRAMMATION DE LA RADIO AM ANGLAISE SRC

janvier – mars 1994

| | LUNDI | MARDI | MERCREDI | JEUDI | VENDREDI | SAMEDI | DIMANCHE |
|---|---|---|---|---|---|---|---|
| 6h00 | WORLD REPORT | | | | | LOCAL | LOCAL |
| 6h30 | | | | | | WORLD REPORT | |
| 7h00 | WORLD REPORT | | LOCAL MORNING PROGRAM | | | MORNING | MORNING |
| 7h30 | | | | | | | |
| 8h00 | WORLD REPORT | | | | | WORLD REPORT | WORLD REPORT |
| 8h30 | | | | | | PROGRAM | PROGRAM |
| 9h00 | | | | | | WORLD REPORT | WORLD REPORT |
| 9h30 | | | | | | THE HOUSE | |
| 10h00 | | | MORNINGSIDE | | | | SUNDAY MORNING |
| 10h30 | | | | | | BASIC BLACK | |
| 11h00 | | | | | | | |
| 11h30 | | | | | | | |
| 12h00 | | | LOCAL NOON HOUR PROGRAM | | | SPORTS | SPORTS |
| 12h30 | | | | | | | |
| 13h00 | | | | | | SPORTS | SPORTS |
| 13h30 | | | | | | THE INSIDE TRACK | |
| 14h00 | | | | | | SPORTS | THE BEAT |
| 14h30 | | | GABEREAU | | | | |
| 15h00 | | | | | | SPORTS | SPORTS |
| 15h30 | | | THE ARTS REPORT | | | | |
| 16h00 | | | | | | SPORTS | SPORTS |
| 16h30 | | | | | | | |
| 17h00 | CANADA AT FIVE | | LOCAL AFTERNOON PROGRAM | | | SPORTS | SPORTS |
| 17h30 | | | | | | REGIONAL PERFORMANCE | |
| 18h00 | | | THE WORLD AT SIX | | | SPORTS | CROSS COUNTRY CHECK-UP |
| 18h30 | | | | | | ROOTS & WINGS | |
| 19h00 | | | AS IT HAPPENS | | | SPORTS | SPORTS |
| 19h30 | | | | | | HOT TICKET | OPEN HOUSE |
| 20h00 | | | THE BEST OF MORNINGSIDE | | | SPORTS | |
| 20h30 | | | | | | | MUSIC ALIVE |
| 21h00 | | | IDEAS | | | SPORTS | |
| 21h30 | | | | | | | |
| 22h00 | | | CBC TEN O'CLOCK NEWS | | | SPORTS | SPORTS |
| 22h30 | | | BETWEEN THE COVERS | | | A PROPOS | |
| 23h00 | SPORTS | | | | | SPORTS | |
| 23h30 | | | THAT TIME OF THE NIGHT | | | SATURDAY NIGHT BLUES | |
| 24h00 | | | | | | | JAZZ BEAT |
| 24h30 | | | | | | | |
| 1h00 | | | NEWS / SPORTS / WEATHER | | | NEWS / SPORTS / WEATHER | NEWS / SPORTS / WEATHER |

Émissions réseau produites à Toronto

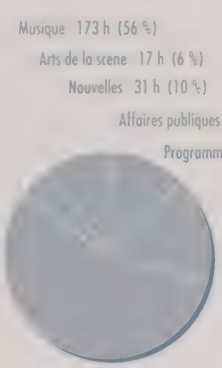
Émissions réseau produites en région

Émissions locales

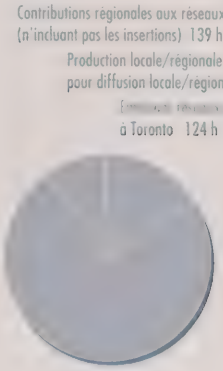


## A RADIO ANGLAISE (suite)

### Sources des émissions de la Radio AM et FM Stéréo anglaise de la SRC




Par service




Par lieu de production

Le 25 novembre 1993, la Radio anglaise présentait la première remise annuelle des prix de la radio AM pour l'excellence en programmation, au studio Glenn Gould de Toronto. On comptait quatre catégories de prix (de nouvelles catégories s'ajouteront en 1994) :

- meilleure émission : présentée par *The World at Six*, Toronto;
- meilleure émission régionale quotidienne : ex aequo : *Morning Edition Regina* et *Homestretch*, Calgary;
- meilleure émission réseau hebdomadaire : *The Inside Track*, Toronto;
- meilleure émission régionale présentant [illegible] *Sunday*, Montréal.

### LE REFLET RÉGIONAL

***Objectif :** Veiller à ce que les contributions régionales aux émissions réseaux demeurent au moins à leurs niveaux actuels, renforcer le nouveau Service de la programmation régionale de la Radio anglaise et notamment consolider son rôle lorsqu'il s'agit de maintenir et de rehausser la représentation régionale.*

La Radio anglaise continue de respecter l'objectif de 60 % pour les émissions d'origine régionale diffusées sur le réseau et les contributions des régions aux émissions réseaux. Six centres ont assuré la plus grande partie de cette production régionale : Vancouver, Montréal, Winnipeg, Calgary, Ottawa et Halifax.

Les stations locales et régionales continuent également de produire environ 40 heures par semaine à l'intention des collectivités qu'elles desservent. (Voir *La Radiodiffusion régionale*, p. [illegible])

Le Service de la programmation régionale a établi de nouveaux partenariats entre les centres régionaux et le réseau. Après certains encouragements, on a assisté à de nombreuses initiatives de programmation concertée entre les stations régionales, de même qu'entre les régions et le réseau. On y retrouvait par exemple des dramatiques en coproduction, de nouvelles comédies et des discussions de groupes sur un thème choisi.

Le Service a également pris l'initiative d'élargir et de repenser la formation du personnel de la radio, mettant l'accent sur des priorités comme le journalisme avancé et une gestion efficace à l'intention des responsables des programmes.



**LA RADIO ANGLAISE (suite)**

en complétant ses services par ceux du réseau FM. La Radio anglaise doit également se tailler de nouveaux [illegible] des distributeurs non traditionnels.

## FAITS SAILLANTS DE 1993-1994

L'exercice 1993-1994 a été assez mouvementé à la Radio anglaise. Les grilles horaires des soirs de semaine ont été remaniées. Des mesures ont été prises pour renforcer les émissions locales du matin dans des [illegible] La direction a donné le feu vert à l'élargissement du réseau stéréo jusqu'à Charlottetown. Les émissions réseaux et émissions régionales ont décroché 35 prix nationaux et internationaux, un nombre sans précédent. La première remise annuelle des prix internes de la radio AM a eu lieu. Le déménagement au Centre canadien de radiodiffusion de Toronto s'est fait sans heurts. Les activités entrepreneuriales de même que celles qui portent sur l'utilisation hors antenne ont été élargies. De nouvelles alliances stratégiques ont été forgées. La formation, en milieu formel comme en milieu informel, a été privilégiée.

Comme le signalait le *Globe and Mail*, le réseau AM anglais de la SRC a une place importante dans la vie des Canadiens. Selon Statistique Canada, 31 % des Canadiens de plus de 15 ans écoutent normalement le réseau AM de la SRC au cours de la semaine.

## OBJECTIFS DE PROGRAMMATION

- **UNE GRILLE INNOVATRICE**

  ***Objectif : Lancer au réseau FM stéréo une nouvelle émission de soirée intégrée qui conjugue arts d'interprétation et journalisme artistique.***

Les horaires des soirées de semaine aux deux réseaux, AM et FM, ont été remaniés en 1993-1994.

Au réseau AM, une nouvelle émission d'information proposant une couverture régionale sur mesure a été lancée, et une émission de lectures littéraires intitulée *Between the Covers* a été mise à l'horaire.

Au réseau FM, l'émission *The Arts Tonight* a pris de l'expansion, devenant une vitrine pour les arts et les arts d'interprétation dans le cadre d'une programmation dynamique et interdisciplinaire; par ailleurs, une émission de jazz intitulée *After Hours* a été mise à l'horaire les soirs de semaine.

Le remaniement de la grille horaire du week-end, qui continuera en 1994-1995, a débuté par le lancement d'une émission du samedi après-midi intitulée *Brand X* qui traite de divers aspects de la culture populaire. *Roots and Wings* a adopté une nouvelle approche pour présenter la musique mondiale. Des séries de danse limitée à caractère distinctif comme *Word for Word* et *The Talk Show* ont été créées.

L'émission *Stereo Morning* s'est enrichie d'informations locales additionnelles. La présentation des insertions locales a été améliorée partout dans la grille. On a commencé en outre à faire régulièrement de la publicité croisée avec la télévision.

### *Excellence en matière de programmation*

1993-1994 a été une année remarquable pour la Radio anglaise, qui a gagné de nombreux prix nationaux et internationaux : 35 en tout, y compris 12 au Festival international de la radio de New York, quatre prix Gabriel, quatre prix de l'Association canadienne des journalistes et trois prix Juno pour des enregistrements de musique. Ces prix ont été décernés à des équipes de production de Toronto, de Charlottetown, de Yellowknife, de Vancouver, de Saint-Jean (Terre-Neuve), d'Halifax et de Calgary. CBH Halifax a été la première station canadienne à gagner le prestigieux prix Gabriel marquant une réalisation exceptionnelle par une station de radio.



# LA RADIO ANGLAISE

*« Avant la fin de l'année, je désire remercier la SRC de la qualité constante des émissions de la chaîne [illegible]*

*« Je suis une fan de la SRC depuis longtemps. J'aime bien le format des matinées de semaine qui laissent une place importante à la participation régionale (Halifax) et je ne manque jamais Gzowski. »*

*« [illegible] nous initie à une musique que nous n'aurions jamais [illegible]*

*(extraits de lettres - traduction)*

[illegible] auditeurs éprouvent une grande fierté envers la [illegible]dio anglaise de la SRC et ils ont vraiment l'impression [illegible]elle leur appartient, comme en témoignent les lettres [illegible]oquentes au courrier des lecteurs, les messages per[illegible]nnels laissés sur les répondeurs, les déclarations [illegible]gines d'émotion des participants à des groupes d'audi[illegible]urs et groupes de discussion.

[illegible] Radio anglaise est solidement ancrée dans les [illegible]gions, où elle compte, d'un océan à l'autre, 10 grands [illegible]ntres de production régionale, en plus de 23 centres [illegible] bureaux de plus petite envergure, depuis Corner [illegible]rook jusqu'à Whitehorse. Environ 60 % de la program[illegible]mation [illegible]

[illegible] radio AM, diffusée surtout sur la bande AM, comme [illegible]n nom l'indique, est avant tout un service d'information. [illegible]le présente quelque 40 heures d'émissions locales et [illegible]gionales par semaine (y compris les productions du [illegible]rvice du Nord, uniques en leur genre), et offre en plus [illegible] choix d'émissions réseau telles *World Report*, *[illegible]orningside*, *Gabereau*, *The World at Six*, *As It Happens* [illegible] *Ideas*. Les auditeurs assimilent parfois la radio AM de [illegible] SRC à un service de « citoyenneté », qui les renseigne [illegible]ieux que les autres chaînes et où ils puisent l'information [illegible]i leur permet de prendre des décisions plus éclairées [illegible]uchant leur vie privée, la vie de leur communauté, de [illegible]ur région, de leur pays et dans le monde.

[illegible] radio FM stéréo de langue anglaise, diffusée sur la [illegible]ande FM (et également par de nombreux systèmes de [illegible]ltidistribution parallèlement au réseau AM), est un service national axé sur la musique et les arts qui sert de vitrine au talent canadien. La programmation est [illegible] qu'au jazz et à la musique folk, et complétée par des dramatiques, des comédies, des reportages artistiques et des documentaires sérieux. Des émissions comme *Stereo Morning*, *Mostly Music*, *R.S.V.P.*, *Disc Drive* ainsi que *The Arts Tonight* contribuent à l'épanouissement de la vie culturelle du pays. Le réseau stéréo est reconnu pour ses émissions spéciales, qu'il s'agisse d'un week-end extraordinaire en juillet consacré au Festival de jazz de Montréal et au Festival de folklore de Winnipeg, ou encore d'oeuvres chorales ou de documentaires longue durée sur des artistes comme Oscar Peterson.

Ensemble, les réseaux AM et FM Stéréo de la Radio anglaise SRC offrent un service national public caractérisé par l'ampleur de sa portée, sa diversité, sa créativité et son excellence, et qui se démarque par son caractère distinctif et non commercial.

### *L'environnement de la radiodiffusion*

Au Canada, le marché de la radio traverse actuellement une période marquée par l'accroissement de la concurrence et une baisse de la rentabilité. La fragmentation des auditoires s'explique par la concurrence provenant de sources traditionnelles et non traditionnelles (radio [illegible] Le [illegible] pour des raisons techniques, mais aussi démographiques. Le FM devient de plus en plus populaire, surtout auprès des jeunes auditeurs. Ce contexte représente certes des défis pour la SRC, mais aussi des occasions intéressantes qu'elle peut et doit saisir. La Radio anglaise se distingue d'autant plus des chaînes privées que ces [illegible] sions souscrites, d'automatisation et d'homogénéité.

Pendant la longue période de transition à la diffusion numérique, la SRC est un partenaire de l'entreprise appelée « La Recherche sur la radio numérique inc. » qui exploite, à titre expérimental, des réémetteurs numériques à Toronto et à Montréal. La Radio anglaise doit améliorer la transmission AM conventionnelle en se convertissant au FM dans des marchés clés comme Toronto et Regina, où








*Dixie Drive*



Susan Mercer, directrice de la radio à Halifax, accepte les félicitations à l'occasion du prix Campbell remporté par cette station.



*The Arts Tonight.*



L'équipe de nouvelles de la Radio anglaise se prépare à [illegible] Village du Sud.



*The Royal Canadian Air Farce.*



## RADIO FRANÇAISE (suite)

nombreuses reprises, à des émissions de la Radio

cérémonie d'assermentation de la Première ministre
n Campbell a été diffusée en direct et en simultané
ec la Télévision française.

s ententes négociées pour obtenir plus de copies
omotionnelles de disques ont permis de réaliser
s économies appréciables au chapitre de l'achat de
ques.

e meilleure planification des activités a permis
réduire de 35 % le temps supplémentaire.

âce à ses échanges avec la Communauté des Radios
bliques de Langue Française et l'Union Européenne de
diodiffusion, la Radio française a pu diffuser près de
0 heures d'émissions et près de 250 topos offerts par
3 radios membres de ces deux organismes.

### LA RADIO NUMÉRIQUE

***Objectif : Chercher à exploiter pleinement les nouvelles technologies en vue de rendre plus efficace la production d'émissions, le processus administratif et la gestion.***

11 mars 1994, la Radio française a participé au
ncement du plan de démonstration publique de la radio
mérique, à Montréal. Ce projet conjoint de la SRC, de
diodiffuseurs privés et du gouvernement du Canada,
ec la participation du gouvernement du Québec, per-
et de réaliser des essais sur cette nouvelle technolo-
e, en prévision de son introduction prochaine.

### LE DÉVELOPPEMENT DU PERSONNEL

***Objectif : Offrir au personnel la possibilité de développer de nouvelles habiletés et d'acquérir une plus grande mobilité.***

Un comité et des sous-comités sur la formation ont été mis sur pied dans le but d'analyser les besoins, d'établir des priorités et de préparer un plan de formation.

Plus de 1 000 jours/personnes de formation ont été donnés aux gestionnaires et au personnel.

## PERSPECTIVES D'AVENIR

C'est dans un environnement médiatique en plein éclatement que la Radio française doit continuer de remplir sa mission et maintenir sa position distinctive au cœur d'une compétition accrue. La qualité de sa production, particulièrement en information, lui permettra de conserver ses auditoires.

Elle continuera de faire appel aux nouvelles technologies, aussi bien pour fournir le service que pour développer un environnement de travail de plus en plus efficace et productif. C'est ainsi qu'elle poursuivra son engagement dans le développement de la radio numérique et qu'elle introduira, au cours des deux prochaines années, un nouveau système informatique qui assistera le personnel de production et les gestionnaires, dans la préparation et la production des émissions tout en assurant un meilleur contrôle des activités.

Le reflet régional aux antennes réseaux, de même que la présence locale demeureront au centre des préoccupations. En information, la Radio française cherchera à améliorer la couverture régionale et internationale des événements, et à assurer une meilleure présence durant les week-ends.



## LA RADIO FRANÇAISE (suite)

### LA PROGRAMMATION TRANSCULTURELLE

***Objectif : Offrir une programmation qui permet de mieux connaître la collectivité anglophone et sa culture, de même que la réalité multiculturelle du pays.***

Au réseau comme dans les régions, la Radio française permet de plus en plus aux auditeurs de communiquer avec les différentes cultures qui composent la société canadienne. Par exemple,

- [illegible] une édition spéciale de *Cross Country Check-up* animée conjointement avec l'animateur du *Midi-15* a été diffusée en direct et en simultané avec la Radio anglaise;
- certains des musiciens et chansonniers qui ont été enregistrés par CKSB Saint-Boniface, à l'occasion du Festival du voyageur, ont été rediffusés à la [illegible];
- pendant la période des Fêtes, une émission bilingue intitulée *Noël chez nous* a été produite en collaboration par les stations française et anglaise de Regina;
- durant la campagne référendaire, un reporter de la [illegible] a fait l'émission *Les Actualités* et une production conjointe des émissions *Dimanche Magazine* et *Sunday Morning* a été réalisée;
- au FM Stéréo, l'émission *Me voici* a laissé la parole à des invités de toutes origines venus raconter un [illegible] de leur existence;
- à *Bonsoir l'ambiance*, un chroniqueur a présenté, chaque semaine, une chronique sur les musiciens et interprètes du Canada anglais;
- la discothèque de la Radio française a fourni aux stations anglaises de Thunder Bay et de Fredericton des disques d'artistes francophones;
- les deux réseaux FM Stéréo ont procédé à un échange de réalisateurs;
- des textes de fiction d'auteurs canadiens anglais ont été adaptés pour les émissions culturelles;
- la série *Des musiques en mémoire* a consacré ses émissions au répertoire musical de nombreux pays;
- *Littératures actuelles* a régulièrement abordé non seulement la littérature canadienne anglaise, mais également la littérature contemporaine de plusieurs autres régions du monde.

## OBJECTIFS DE GESTION

### GESTION DES RESSOURCES

***Objectif : Favoriser le travail d'équipe en vue d'atteindre l'excellence en programmation et en gestion.***

En avril 1993, le vice-président de la Radio française a procédé à une restructuration dans le but de réduire le nombre de paliers de gestion et de rapprocher la direction des équipes de production.

Dans un souci d'économie des ressources, la Radio française a collaboré, dans le cadre de plusieurs projets, avec d'autres composantes de la Société.

Des concerts ont été coproduits avec La Radio anglaise, par exemple à l'occasion de l'ouverture du Théâtre Capitol à Moncton, ou encore lors de la finale du Concours des jeunes interprètes du Centre national des Arts à Ottawa. Plusieurs concerts enregistrés respectivement par la Radio anglaise et la Radio française ont été échangés et diffusés.



# ROGRAMMATION DE LA RADIO FM STÉRÉO FRANÇAISE SRC

eptembre 1993 – juin 1994

| | LUNDI | MARDI | MERCREDI | JEUDI | VENDREDI | SAMEDI | DIMANCHE |
|---|---|---|---|---|---|---|---|
| 4h05 | L'EMBARQUEMENT POUR SI TARD . . . ET CHANSONS EN LIBERTÉ | | | | | MUSIQUE DE NUIT ET MUSIQUE EN FÊTE | MUSIQUE DE NUIT ET MUSIQUE EN FÊTE |
| 5h00 | X Y JAZZ | | | | | | |
| 5h30 | | | | | | | LA FARANDOLE |
| 5h55 | MÉDITATION | | | | | MÉDITATION | MÉDITATION |
| 6h00 | LES PORTES DU MATIN | | | | | | AU FIL DU TEMPS |
| 8h00 | | | | | | CHRONIQUE DU DISQUE | |
| 11h00 | THÉÂTRE EN CLIP | ATELIER DE CRÉATION RADIOPHONIQUE | FRANCOPHONE | AU FIL DU TEMPS | À L'ÉCRAN | | |
| 12h30 | LA CORDE SENSIBLE | | | | | EN MÉMOIRE | |
| 14h00 | LES FEUX DE LA RAMPE | | | | | L'OPÉRA DU SAMEDI | |
| 17h00 | CARTE BLANCHE | | | | | L'OPÉRA DU | ACTUELLES |
| 17h30 | RADIOJOURNAL | | | | | CORRESPONDANCES | LES GRANDES RELIGIONS |
| 19h00 | CHANSONS EN LIBERTÉ | | | | | LES JEUNES ARTISTES | MUSIQUE ACTUELLE |
| 22h30 | X Y JAZZ | | | | | CHANTS MAGNÉTIQUES | |
| 23h30 | LE VOYAGE INTÉRIEUR | | | | | | |

Émissions réseau produites en région



## PROGRAMMATION DE LA RADIO AM FRANÇAISE SRC

janvier – juin 1994

| | LUNDI | MARDI | MERCREDI | JEUDI | VENDREDI | SAMEDI | DIMANCHE |
|---|---|---|---|---|---|---|---|
| 5h40 | | | | | | | |
| 6h00 | | | | | | EMISSIONS RÉGIONALES | ÉMISSIONS RÉGIONALES |
| 6h30 | | | | | | | |
| 7h00 | | | | | | | |
| 8h00 | | | EMISSIONS RÉGIONALES | | | RADIOJOURNAL | RADIOJOURNAL |
| 9h00 | | | ÉMISSIONS RÉGIONALES | | | | |
| 9h30 | | | | | | | DIMANCHE MAGAZINE |
| 10h30 | | | EN DIRECT | | | | |
| 12h00 | | | RADIOJOURNAL | | | RADIOJOURNAL | RADIOJOURNAL |
| | | | EMISSIONS RÉGIONALES | | | | |
| 13h00 | | | | | | LES AFFAIRES ET LA VIE | |
| 13h30 | | | | | | | |
| 14h00 | | | | | | | RADAR |
| 15h30 | | | | | | DEMAIN LA VEILLE | |
| 16h00 | | | ÉMISSIONS RÉGIONALES | | | | MULTIPISTE |
| | | | | | | TOURNEE D'AMERIQUE | |
| | | | RADIOJOURNAL | | | | |
| 18h00 | | | LES ACTUALITÉS | | | RADIOJOURNAL | RADIOJOURNAL |
| 18h30 | | | | | | HEBDO SPORTS | |
| 19h00 | | | | | | | |
| 19h30 | | | | | | | |
| 20h00 | | | BONSOIR L'AMBIANCE ! | | | | |
| 20h30 | | | | | | | |
| | | | D'EST EN OUEST | | | | |
| 21h30 | | | | | | | |
| 22h00 | | | | | | | |
| 22h30 | | | | | | | |
| 23h00 | | | | | | ICI VANCOUVER | |
| 24h00 | | | | | | | |

Émissions réseau produites à Montréal

Émissions réseau produites en région

Émissions réseau avec insertions régionales

Émissions locales/régionales




## RADIO FRANÇAISE (suite)

### LE DÉVELOPPEMENT DU TALENT

***Objectif : Poursuivre l'effort soutenu visant à favoriser l'épanouissement du talent canadien.***

[illegible] du support actif de la Radio française, qui s'est associée à une liste impressionnante de galas et de festivals, en a parfois été le diffuseur officiel. Pour n'en citer que quelques-uns :

- le Gala de la chanson française en Nouvelle-Écosse;
- le 11e Festival de la chanson de Petite-Vallée, en [illegible];
- au Québec, le Festival international de Lanaudière et le Festival du Domaine Forget (Charlevoix);
- au Nouveau-Brunswick, le Festival international de musique baroque de Lamèque.

En juin, l'équipe de CBJ-FM Chicoutimi a enregistré, pour diffusion au réseau FM, la première oeuvre du compositeur Jean-Pierre Bouchard, *Les Chants de la voix*, une oeuvre poétique et musicale qui ouvrait le Festival de musique de création de Jonquière.

Par ailleurs, le Service des émissions musicales a produit 35 phonogrammes et les émissions *Radio-concert* et *Musique actuelle* ont diffusé les concerts présentés à l'occasion de la 2e édition du Forum [illegible] des jeunes compositeurs.

Les talents littéraires ont aussi été encouragés. À l'occasion du 10e Concours de nouvelles, 272 textes ont été soumis par 277 participants provenant de [illegible]. Le 21e Concours d'oeuvres dramatiques a pour sa part reçu 124 textes soumis d'un peu partout au pays.

En collaboration avec le ministère de l'Éducation du Manitoba, CKSB a organisé un concours d'écriture qui a attiré plus de 1 500 jeunes.

En avril, le livre *Gratien, Ti-Coq, Fridolin, Bousille et les autres* était publié aux Éditions Stanké à partir d'entretiens entre Gratien Gélinas et Victor-Lévy Beaulieu diffusés dans le cadre des émissions culturelles.

*À haute voix*, une série de 20 portraits d'écrivains québécois, a été présentée dans le cadre de *Textuel*.

[illegible] contribué à assurer un rayonnement international aux artistes canadiens. Plus de 200 [illegible] et d'ensembles canadiens ont été expédiés aux radios membres de l'Union Européenne de Radiodiffusion (UER), plus de 350 disques compacts d'artistes canadiens ont été envoyés à des radios de l'UER et de la Communauté des Radios Publiques de Langue Française et une centaine à des ambassades canadiennes dans divers pays.

**Analyse de la grille-horaire**
**de la Radio française SRC**
**Réseau FM Stéréo**
[illegible]
(168:00 h:min)

Émissions musicales 137:49 (77 %)
Autopublicité 2:03 (2 %)
Émissions religieuses 3:30 (3 %)
Nouvelles 8:30 (6 %)
Émissions culturelles 16:06 (12 %)





## LA RADIO FRANÇAISE (suite)

- de Chicoutimi, un enregistrement sonore et au moins 50 émissions musicales pour le réseau FM Stéréo;
- de Regina, 21 heures de plus comme contributions au réseau et à la programmation interrégionale.

On compte également de nombreuses initiatives qui ont permis d'enrichir la programmation et de stimuler la création. Par exemple :

- depuis février, une revue de presse nationale est produite et diffusée quotidiennement sur l'ensemble des stations régionales;
- une coordonnatrice des contributions régionales a été nommée aux émissions d'animation, dans le but de faciliter la collaboration avec les stations régionales;
- un réseau de réalisateurs dans les stations régionales a été mis sur pied afin de stimuler les contributions au réseau.

De plus, des occasions d'échanges et de communication entre le personnel du réseau et celui des régions ont été créées. Par exemple, 25 personnes en provenance du réseau et des régions se sont rencontrées pour discuter des relations régions/réseau en information; cinq reporters des stations régionales ont fait un stage de deux mois à la salle des nouvelles de Montréal; une autre rencontre a réuni le personnel des émissions musicales du réseau et des régions; trois réalisateurs, respectivement de Moncton, d'Ottawa et de Rimouski, ont participé à une session de formation au Service des émissions musicales; enfin, trois personnes des stations régionales ont appris à utiliser le système de la discothèque à Montréal, et un support a été fourni à l'ensemble des stations.

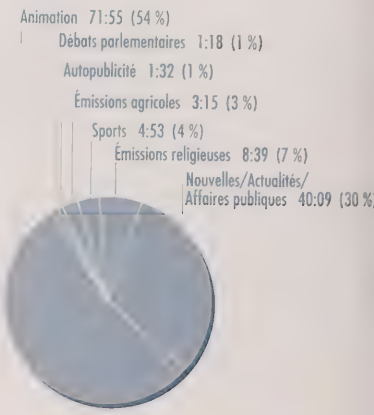
Le budget consacré par le réseau aux contributions régionales a été de 4, 426 millions de dollars. Ce mon tant ne tient pas compte du budget consacré aux contr butions par chacune des stations régionales. Par ailleurs, un fonds de développement des émissions a é créé dans le but d'encourager la production de contrib tions régionales aux réseaux.

### LA PROGRAMMATION LOCALE ET RÉGIONALE

***Objectif : Répondre aux besoins particuliers des régions en offrant une programmation locale et régionale.***

Pendant la première partie de la saison 1993-1994, un minimum d'environ 15 % de la programmation entendue sur les ondes de la Radio française, dans les différentes régions du pays, était produite localement, soit un minimum de 24 heures par semaine et ce, en heure de pointe. Depuis janvier 1994, les émissions locales occupent un minimum de 27 heures par semaine, soit 16 % du temps d'antenne. (Voir *La Radiotélévision régionale*, p. 58)

**Analyse de la grille horaire de la Radio française SRC**
**Réseau AM**
Semaine type 1993-1994
(132:28 h:min)





## A RADIO FRANÇAISE (suite)

### es prix

excellence du travail des artisans de la Radio française été reconnue par l'attribution de plusieurs prix et mentions. Par exemple,

l'*Opérock Cartier* a remporté le 2e prix parmi les [illegible] présentés au Prix Marconi 1993;

la Asian Broadcasting Union, en collaboration avec l'Union européenne des radiodiffuseurs, a décerné une mention spéciale à l'émission jeunesse *275-ALLÔ*;

la journaliste Johanne McDuff, de CBOF Ottawa, a remporté le Prix de journalisme d'enquête et le Grand prix de journalisme décernés par l'Association canadienne de journalisme pour son reportage sur le sang contaminé.

### LA RESPONSABILITÉ JOURNALISTIQUE

***Objectif : Offrir aux auditeurs des émissions d'information de haute qualité, en conformité avec nos politiques journalistiques.***

es journalistes de Montréal et des régions ont participé n juin 1993 à un colloque national organisé par la SRC avant pour thème « Le reportage politique dans les nnées 90 ».

lusieurs cadres, journalistes et réalisateurs du secteur e l'information ont aussi pris part à un colloque sur économie, tenu à la Maison de Radio-Canada, dans but de mieux préparer les reporters à couvrir les [illegible]

nfin, le chef du développement des programmes à lontréal a été chargé de superviser les dossiers de nformation dans les stations régionales, afin d'en [illegible]

### LE REFLET RÉGIONAL À L'ANTENNE NATIONALE

***Objectif : Assurer pleinement le leadership sur l'ensemble de la programmation locale, régionale et réseau, aussi bien en information que dans la programmation générale.***

Durant la saison 1993-1994, les émissions réseau entièrement produites en région représentaient 8 % de la programmation, comparativement à 4,5 % l'année précédente. Parmi ces réalisations, on compte,

- au AM : *D'un soleil à l'autre* (Québec), *D'est en ouest* (diverses régions), *Vents d'ouest* (Vancouver), *Tournée d'Amérique* (Ottawa), *Ici Vancouver* (Vancouver), *Sur le goût de la langue* (Rimouski et [illegible] régionales), *La Semaine à la Chambre des communes* (Ottawa), *[illegible]* (Québec);
- au FM : *Illustres ou inconnus* (Ottawa) et *VJazz* (Vancouver).

De plus, la plupart des autres émissions des réseaux AM et FM bénéficient régulièrement de contributions [illegible] *Les Actualités*, *Les Jeunes Artistes*, *Jazz sur le vif*, *Tout compte fait*, *Radar national*, *Multipiste* et *L'Écran* [illegible]

À souligner également cette année :

- d'Ottawa, une série intitulée *Le Canada dans le monde*, pour le AM;
- d'Edmonton, une série de huit émissions intitulée « Un siècle à l'horizon » dans le cadre de *L'Aventure*;
- de Sept-Îles, 115 reportages sur les actualités nord- [illegible]



## LA RADIO FRANÇAISE (suite)

- des reportages spéciaux du journaliste Bernard Drainville au magazine *Les Affaires et la vie*, en direct de quelques-unes des principales villes de Chine;
- à l'occasion du Vendredi Saint, une émission spéciale sur le thème « Le théâtre et le sacré ».

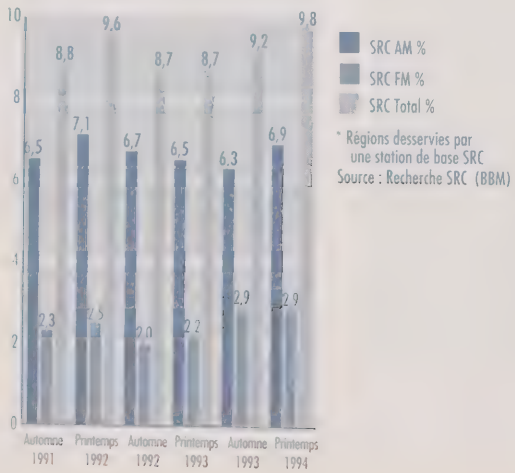
### *Les auditoires*

Au cours des cinq dernières années, les réseaux AM et FM français ont maintenu leur importance relative dans un contexte de plus en plus concurrentiel.

Au printemps 1994, la Radio française rejoignait 916 000 auditeurs différents au cours d'une semaine type, résultat le plus élevé des quatre dernières années. La portée totale du réseau AM était de 702 000 auditeurs qui consacraient en moyenne 9,3 heures par semaine à l'écoute de ses émissions. Le réseau FM rejoignait 353 000 auditeurs différents au cours d'une semaine type. Ces derniers consacraient en moyenne 7,7 heures d'écoute à ses émissions. Enfin, 15 % des auditeurs écoutaient aussi bien le service AM que le service FM.

**Part de l'écoute à la Radio française SRC* sur l'écoute totale des francophones aux stations françaises**

une semaine [illegible]




* Régions desservies par une station de base SRC
Source : Recherche SRC (BBM)

Le volume d'écoute des réseaux AM et FM a également connu une hausse au printemps 1994 avec un total de 6 497 000 heures pour le réseau AM et 2 732 000 heures pour le réseau FM.

En janvier, un sondage d'appréciation a été effectué auprès d'auditeurs des réseaux AM et FM au Québec.

Quelques faits saillants du sondage AM :

- à Montréal et dans le reste du Québec, les auditeurs du réseau AM se sont dit très ou assez satisfaits de l'ensemble de la programmation dans une proportion de 82 %;
- 65 % des auditeurs considéraient que la programmation était demeurée de même qualité depuis l'an dernier et 20 % considéraient qu'elle s'était améliorée;
- lorsque comparée aux autres stations de radio, la SRC AM a obtenu une forte proportion de mentions « meilleure » pour l'enrichissement de la culture personnelle, la qualité des journalistes, des informations en général et des émissions en général.

Quelques faits saillants du sondage FM :

- à Montréal et dans le reste du Québec, les auditeurs se sont dit très ou assez satisfaits de l'ensemble de la programmation dans une proportion de 84 %;
- la presque totalité des auditeurs considéraient que le réseau FM diffuse de la musique accessible ou agréable à écouter.

### *Le rayonnement*

Pour remplir un engagement renouvelé devant le CRTC l'an dernier, le vice-président a annoncé que la Radio française étendra son service FM Stéréo à la région de Sherbrooke à l'automne 1994, grâce à un réémetteur qui diffusera la programmation de CBF-FM à une population additionnelle de quelque 300 000 personnes.



# LA RADIO FRANÇAISE

Radio française de Radio-Canada est, à plus d'un , unique en son genre. Seul radiodiffuseur public langue française en Amérique, elle constitue une privilégiée de communication entre tous les fran- phones du pays et assure à ces derniers un contact alier avec les francophones des autres régions du e.

Radio française SRC se distingue de l'ensemble de ndustrie par son caractère non commercial et par de lides assises dans les différentes régions du pays.

râce à la complémentarité de ses chaînes AM et FM téréo, la Radio française peut répondre aux multiples xigences d'un mandat étendu. Ainsi, elle offre au ublic canadien une information impartiale, étendue et rédible; un service local, régional et national de qualité; ne programmation originale, diversifiée et innovatrice; n soutien assidu au talent canadien dans toutes ses ormes; une contribution au partage d'une identité ationale; un reflet du caractère multiculturel du pays.

e Halifax à Vancouver, 16 centres de production/diffu- ion alimentent la programmation. Les émissions sont ussi distribuées dans l'ensemble du pays par 3 stations rivées affiliées, 154 réémetteurs SRC et 8 réémetteurs rivés et communautaires.

## AITS SAILLANTS DE 1993-1994

onstituait l'un des objectifs majeurs de la Radio rançaise au cours de la dernière année. De concert vec l'Exploitation de la radiotélévision régionale, n plan de développement a été élaboré dans le but

'autre part, le vice-président de la Radio française a rocédé à une restructuration dans le but de réduire le ombre des paliers de gestion et de rapprocher la direc- ion des équipes de production

## OBJECTIFS DE PROGRAMMATION

**LE REFLET DE LA VIE CANADIENNE**

***Objectif : Offrir aux auditeurs une programmation distinctive, innovatrice, de haute qualité, qui soit l'expression du pays et qui réponde aux exigences d'un mandat de radio publique et aux besoins des auditeurs.***

### *Les nouvelles émissions*

À l'été 1993, neuf nouvelles émissions ont été inscrites à l'antenne AM et huit à l'antenne FM.

Les grilles de l'automne 1993 se sont également enrichies de 11 nouvelles émissions : au AM, *Bonsoir l'ambiance*, *D'est en ouest*, *Demain la veille*, *Sur le goût de la langue*, *Radar national* et *Le Canada dans le monde*; au FM, *Les Voix du monde*, *Traverses*, *La Pensée en marche*, *Me voici* et *Illustres ou inconnus*.

### *Les émissions spéciales*

ments qui ont marqué la vie canadienne au cours de l'exercice écoulé. Entre autres,

- le Congrès du Parti progressiste conservateur, le budget fédéral, l'élection fédérale et plusieurs
- les cérémonies officielles de la Fête du Canada;
- la guerre en Bosnie et l'agonie de Sarajevo;
- de la Société Pro Musica, le 90e anniversaire de l'Orchestre symphonique de Québec, ou les 60 ans de l'Orchestre symphonique de Montréal;
- les Jeux de l'Acadie, les Jeux d'été du Québec et les Jeux d'été du Canada.





*D'où nous vient l'univers*



*Aujourd'hui la science*



Une Vie Moins Ordinaire

***L'Ecran sonore***



*Les Affaires et la vie*



*Coût Mondial*



*Les Actualités*



*Radar*



## A TÉLÉVISION ANGLAISE (suite)

## OBJECTIFS DE GESTION

**RESSOURCES HUMAINES, RAPPORT COÛT-EFFICACITÉ, TECHNOLOGIES NOUVELLES**

***Objectifs : Inculquer un plus grand esprit d'équipe au personnel de la SRC; s'assurer d'optimiser au maximum les ressources financières de la SRC; et s'assurer que les technologies nouvelles sont pleinement exploitées.***

es initiatives particulières ont été lancées par divers
ressources humaines, Ingénierie, Exploitation de la
roduction, Marketing et Ventes ainsi que Ventes inter-
ar ailleurs, les systèmes d'évaluation des coûts de
roduction sont graduellement modifiés pour assurer
ne utilisation plus efficace des installations et des

'installation des services réseau de production de
oronto dans le nouveau Centre canadien de radiodiffu-
ion, entreprise en 1992, s'est accélérée en 1993-1994.
es services de postproduction s'y installeront au cours
e l'année qui vient, et les services de mise en ondes et
e transmission suivront.

Grâce au développement rapide des nouvelles technologies numériques de production, la SRC a pu doter le Centre de radiodiffusion de systèmes numériques flexibles sans avoir à payer plus cher pour se prévaloir de technologies de pointe.

En mars 1994, la SRC a annoncé qu'elle se proposait de rétablir des services de programmation des nouvelles locales à Windsor, grâce à la nouvelle technologie numérique et à de nouveaux horaires de travail, et ce, dans le cadre d'un projet spécial dirigé conjointement par la direction et par le syndicat. Ce projet pilote nous aidera à déterminer quels changements nous devons apporter pour que les nouvelles technologies nous aident à améliorer nos services et à réduire les coûts.

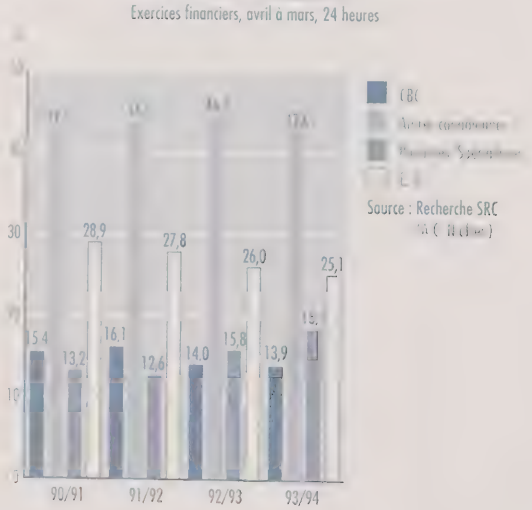


## LA TÉLÉVISION ANGLAISE (suite)

Le nombre croissant de services spécialisés de la télévision par câble, qu'ils soient canadiens ou américains, a continué de fragmenter l'auditoire des services télévisés de langue anglaise. Dans de nombreux grands marchés, les téléspectateurs peuvent dorénavant choisir entre 50 et 60 chaînes. En conséquence, la part de l'auditoire des émissions de langue anglaise qui revenait à la télévision anglaise de la SRC s'est amenuisée, passant de 15,4 % en 1990-1991 à 13,9 % en 1993-1994. Par comparaison, les auditoires des services de télévision payante et des services spécialisés se sont accrus de 39 % pendant la même période, pour atteindre 18,4 % de l'ensemble des téléspectateurs qui regardent les émissions de langue

La Télévision anglaise a pris des mesures dynamiques pour remplacer les émissions étrangères de divertissement populaire par des productions canadiennes. Le volume d'émissions de divertissement produites à Hollywood dans le créneau de 19 h à 23 h est passé de 5,5 heures par semaine en 1987-1988 à 2,5 heures en 1993-1994.

**Parts d'auditoire des groupes de stations de télévision anglaise**
Exercices financiers, avril à mars, 24 heures




Source : Recherche SRC

Même si la part globale de l'auditoire de la Télévision anglaise a diminué, la baisse de l'auditoire des émissions canadiennes du réseau a été moins marquée.

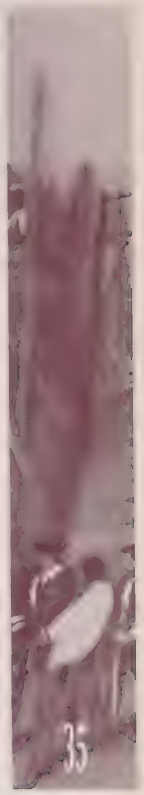
Dans le créneau de 19 h à 23 h, où le réseau a investi le plus de ressources programmmes, les émissions canadiennes de la SRC, y compris celles qui sont diffusées par CBC Newsworld, ont décroché une part légèrement moindre de l'auditoire (13,1 %) en 1992-1993, que huit ans plus tôt (13,8 %). La part de l'auditoire des émissions étrangères a chuté de près des deux tiers pendant la même période, à mesure que diminuait leur nombre dans la grille.

La popularité globale de la grille remaniée auprès de l'auditoire a été suivie de près tout au long de 1993-1994.

Même si le créneau de 22 h à minuit réservé aux émissions de grande écoute pour adultes a ouvert d'importantes possibilités pour afficher des émissions plus spécialisées et un plus grand nombre d'heures de programmation canadienne pendant les heures de grande écoute, le rétablissement prévu de l'auditoire de *CBC Prime Time News* à 21 h ne s'est pas matérialisé.

Le 12 mai 1994, le conseil d'administration de la SRC a annoncé des remaniements importants dans la grille de la Télévision anglaise, qui entreront en vigueur en septembre 1994 :

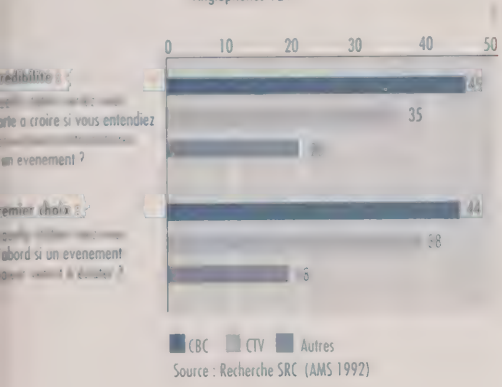
- *CBC Prime Time News* sera dorénavant diffusée une heure plus tard, soit à 22 h, du lundi au vendredi;
- les stations régionales anglaises de la SRC diffuseront des émissions de nouvelles d'une demi-heure les soirs de semaine à 23 h.



## LA TÉLÉVISION ANGLAISE (suite)

**Performance des nouvelles : CBC et la concurrence**

Anglophones 12+




Source : Recherche SRC (AMS 1992)

L'auditoire de *CBC Prime Time News*, dans son nouveau créneau de 21 h les soirs de semaine, a été suivi de près tout au long de 1993-1994, et des recherches additionnelles sur les habitudes d'écoute et des préférences des téléspectateurs ont été menées.

### L'AUDITOIRE

***Objectif : Stabiliser les parts globales d'auditoire et les rétablir si possible aux niveaux de 1991-1992.***

La SRC est le seul radiodiffuseur conventionnel populaire qui compte sur une programmation canadienne pour attirer l'auditoire. Pendant la période de pointe de 19 h à 23 h, au moment où les téléspectateurs potentiels sont les plus nombreux, près des quatre cinquièmes de l'auditoire total de la Télévision anglaise de la SRC sont attirés par des émissions canadiennes. En revanche, ces dernières représentent moins du cinquième de l'auditoire aux heures de pointe de CTV ou de Global.

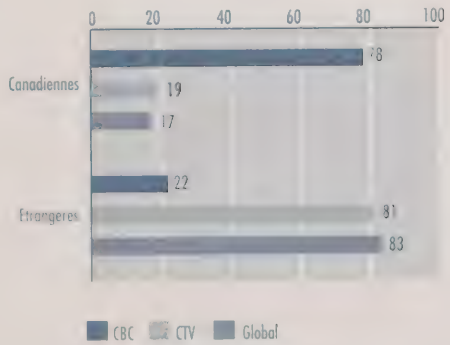
n 1993-1994, la grille réseau du lundi au vendredi résentait *The CBC Morning News* (7 h à 9 h), *Midday* midi à 13 h) et *CBC Prime Time News* (21 h à 22 h). es émissions *The National* et *Sunday Report* assuraient information de fin de semaine. Il y avait également à horaire toute une gamme d'émissions d'actualités et de ocumentaires, notamment *the 5th estate*, *Market Place*, *Man Alive*, *The Health Show*, *Venture* et *Witness*.

a programmation régionale en matière de nouvelles t d'information, la SRC avait réussi à accroître l'audioire de ces émissions à la fin de l'année.

a campagne électorale fédérale de 1993 a fait l'objet une couverture complète, à la fois dans le cadre des ales. En moyenne, 1,7 million de Canadiens ont regardé débat des chefs, diffusé pendant deux heures et demie 4 octobre; l'auditoire moyen de la soirée des élections la Télévision anglaise SRC le 25 octobre s'est chiffré à

**Écoute des émissions canadiennes et étrangères à la Télévision anglaise SRC**

Septembre 1991 à août 1992, 19 h - 23 h




Source: Recherche SRC (A.C. Nielsen)



## LA TÉLÉVISION ANGLAISE (suite)

Une façon de mesurer la diversité de la programmation sur l'ensemble du réseau est d'analyser les sources de production. À ce titre, le tableau ci-après compare les créneaux des grilles de cette année et de l'année précédente.

**Sources des émissions canadiennes à la Télévision anglaise SRC**
*Selon la grille horaire réseau, saison régulière*
*Périodes réseau, ouverture à fermeture*

| | 92-93 | | 93-94 | |
|---|---|---|---|---|
| | Moyenne h/sem | % canadien | Moyenne h/sem | % canadien |
| **Productions régionales du réseau anglais** | | | | |
| Productions régionales CBC | 28,7 | 37 | 28,3 | 36 |
| [illegible] | 9,1 | 12 | 9,0 | 11 |
| [illegible] | 5,0 | 6 | 5,3 | 7 |
| **Sous-total, productions régionales** | **42,8** | **55** | **42,6** | **54** |
| **Autres productions canadiennes** | | | | |
| [illegible] | 1,9 | 2 | 3,1 | 4 |
| [illegible] | 11,8 | 15 | 10,8 | 14 |
| Productions de CBC Toronto | 16,3 | 21 | 13,6 | 17 |
| Coproductions de Toronto | 1,3 | 2 | 1,0 | 1 |
| [illegible] | 3,9 | 5 | 7,6 | 10 |
| **Sous-total, autres canadiennes** | **35,2** | **45** | **36,1** | **46** |
| Total | **78,0** | **100** | **78,7** | **100** |

*Source : Réseau anglais de télévision*

### LA PROGRAMMATION JOURNALISTIQUE

***Objectif : S'assurer que le journalisme à la SRC soit de la plus haute qualité possible et qu'il assume pleinement ses responsabilités face à son auditoire***

La programmation journalistique a toujours figuré en bonne place dans la grille du réseau et constitue le principal champ d'action de la programmation des stations régionales de la SRC et de CBC Newsworld.

Parmi les initiatives spéciales lancées en 1993-1994 pour améliorer la qualité du journalisme à la SRC, on retrouve le renforcement des mécanismes de responsabilité journalistique et la tenue d'une série de forums sur la pratique du journalisme.

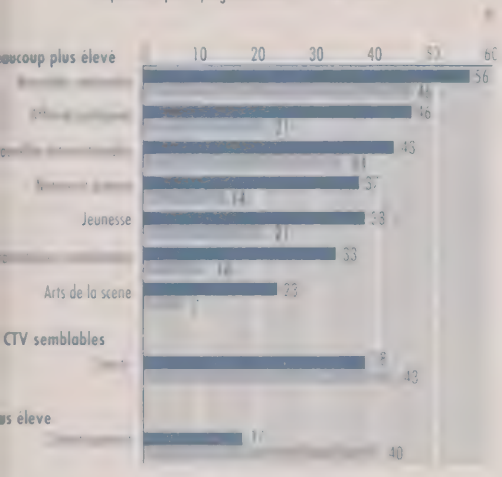
Au début de 1994, les services de nouvelles et d'actualités [illegible] Centre canadien de radiodiffusion. La salle des nouvelles, les installations de montage et les studios y ont été réunis, ce qui permet d'accroître l'efficacité et de respecter des délais plus serrés.

Une grande partie de l'idée positive que les anglophones se font de la Télévision anglaise de la SRC repose sur la perception qu'ils ont du rôle du réseau en tant que chef de file du monde de l'information. Par exemple, lorsqu'on a demandé aux anglophones à quelle station ils se fieraient le plus s'ils entendaient des reportages contradictoires sur un même sujet, la majorité, soit 45 %, a déclaré que la SRC était la plus crédible. CTV a été choisie par un anglophone sur trois, et 20 % des répondants ont choisi d'autres stations. Lorsqu'on leur a demandé quelle station ils écouteraient en premier s'ils avaient entendu dire qu'un événement important venait de se produire, 44 % des anglophones ont indiqué CBC.




## TÉLÉVISION ANGLAISE (suite)

**Perceptions de CBC et de CTV**
Anglophones 12+
% répondant que la programmation est « très bonne »




Source : Recherche SRC (AMS 1992)

### LES PRODUCTIONS INDÉPENDANTES

***Objectif : Continuer d'encourager et de favoriser la production indépendante au Canada.***

s producteurs indépendants du Canada produisent mportantes séries inscrites à la grille de la Télévision glaise, par exemple *Road to Avonlea* et *North of 60*, plus de dramatiques, d'émissions de variétés et de

s séries telles *What on Earth*, *The Urban Peasant*, *e Odyssey*, *This Hour Has 22 Minutes* et *The Kids in e Hall* sont produites en vertu d'ententes de coproduc- n entre des producteurs indépendants, qui fournissent s services créatifs, et la SRC, qui offre ses installations le personnel de production.

### REFLET ET REPRÉSENTATION

***Objectifs : Contribuer à la diffusion et à l'échange d'informations et de variétés à caractère culturel; refléter le Canada et ses régions aux auditoires nationaux dans une vaste gamme d'émissions; garantir la réalisation des objectifs de la Société en matière de représentation équitable.***

En 1992, le réseau a diffusé pour la première fois *Emilie*, série de 20 épisodes d'une heure produite à l'origine pour le réseau français de la SRC. En 1993-1994, le volume de la programmation provenant du réseau français a été porté à deux heures par semaine, avec des séries comme *Blanche*, *Shehaweh* et *Scoop*.

Au cours du dernier exercice, la production régionale a représenté environ 54 % de toute la programmation réseau. Elle comprenait notamment des séries dramatiques populaires et des coproductions comme *North of 60* (Alberta), *Northwood* (Vancouver), *Country Canada* (Winnipeg), *On The Road Again* (Ottawa) et *This Hour Has 22 Minutes* (Halifax).

De surcroît, la plupart des émissions de sport (hockey, football et *CBC Sports Weekend*) sont produites en collaboration avec les régions et font appel aux ressources de nombreuses stations régionales. En outre, les stations régionales participent en alternance à certaines séries telles que *Meeting Place* et à des séries réseau en provenance de régions particulières dont *Street Cents* et *Front Page Challenge*.

Le succès d'auditoire de l'émission *North of 60* a été particulièrement encourageant. Cette [illegible] sion produite en région qui met en scène des personnages autochtones de premier plan.

Une étude réalisée par Erin Research Inc. en 1993-1994 montre que des progrès ont été réalisés dans la représentation des femmes et des membres de certains autres groupes désignés, bien qu'il y ait encore matière à [illegible].



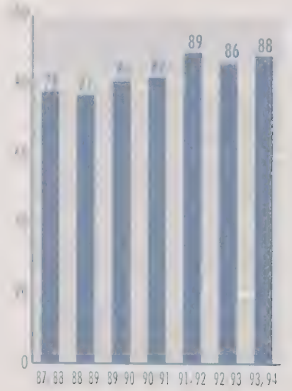
## LA TÉLÉVISION ANGLAISE (suite)

Si la SRC a réussi à accroître le contenu canadien de sa programmation en dépit des réductions budgétaires, c'est en partie grâce à des gains d'efficacité, en partie parce que les émissions canadiennes ont connu un plus grand succès commercial que prévu, et en partie aux dépens de la grille hors-pointe de la journée.

Il faut en outre préciser que le contenu canadien est légèrement plus élevé pendant la saison régulière, de septembre à mars, lorsque les téléspectateurs sont les plus nombreux. Le contenu canadien de la saison régulière aux heures de pointe de 19 h à 23 h est passé de 78 % en 1987-1988 à 88 % en 1993-1994.

**Teneur canadienne réseau à la Télévision anglaise SRC**

Heures de pointe




Source : Recherche SRC

***Objectif :** Atteindre les niveaux-cibles de contenu canadien grâce à une programmation véritablement canadienne.*

La priorité de la programmation de la SRC est de desservir des auditoires canadiens. Les émissions de la SRC n'essaient pas de se faire passer pour des productions de la Pennsylvanie, de l'Iowa ou de l'Arizona, mais elles sont attrayantes pour les téléspectateurs étrangers.

Des émissions canadiennes de grande qualité présentant des milieux et des thèmes nettement canadiens intéressent grandement les téléspectateurs canadiens. L'émission *North of 60*, qui se passe de toute évidence dans le Nord canadien, a attiré plus d'un million de téléspectateurs par semaine au cœur de la saison 1993-1994. *On the Road Again*, qui visite des régions différentes du pays chaque semaine, a attiré en moyenne 750 000 téléspectateurs par semaine pendant la saison régulière de 1993-1994, même s'il s'agit d'une émission «optionnelle» qui n'est pas diffusée par toutes les stations.

Selon certaines recherches, la plupart des anglophones estiment que la Télévision anglaise de la SRC se démarque des autres radiodiffuseurs au Canada. À leurs yeux la SRC offre une «meilleure» programmation que son principal concurrent commercial dans les domaines suivants : nouvelles nationales, nouvelles internationales, documentaires et autres émissions d'actualité, émissions pour enfants, dramatiques canadiennes et arts de la scène.



## A TÉLÉVISION ANGLAISE (suite)

## OBJECTIFS DE PROGRAMMATION

### UNE GRILLE INNOVATRICE

***Objectif : Exploiter la grille remaniée des heures de grande écoute afin d'accorder plus d'importance à la programmation canadienne et d'élargir l'éventail de la programmation et des auditoires desservis.***

n novembre 1992, le réseau a remanié en profondeur grille horaire aux heures de grande écoute. La nouelle grille devait permettre à la Télévision anglaise de SRC de se démarquer nettement des autres services, ut en offrant une programmation bien équilibrée mportant à la fois des émissions grand public et des issions spécialisées; la Télévision anglaise devait si être mieux en mesure de soutenir la concurrence ns ce qu'il est convenu d'appeler «l'univers télévisuel 200 chaînes». On a dit de la nouvelle grille qu'elle nstituait une programmation multichaîne sur un seul seau. Cette nouvelle grille (ci-contre), en vigueur tout long de 1993-1994, présentait d'intéressantes possiilités de programmation dans le créneau «grande oute pour adultes», de 22 heures à minuit du lundi vendredi, et permettait notamment d'offrir :

- des dramatiques canadiennes produites à l'origine pour la Télévision française de la SRC (*Blanche*, *Shehawk* et *Scoop*);
- un créneau régulier pour les grands documentaires (*Witness*);
- un créneau régulier pour les productions cinématographiques canadiennes (*Cinema Canada*); et,
- une programmation étrangère diversifiée (*Best of the World*).

s remaniements et d'autres changements connexes t permis d'élargir l'éventail des émissions offertes par réseau, tout en améliorant les services destinés aux [illegible] spécialisés.

nouvelle grille a également permis de regrouper les riodes de temps réservé dans le créneau du début de rée. Tout au long de 1993-1994, le créneau «grande oute pour tous», entre 19 h et 21 h, a présenté une programmation canadienne solide composée des émissions *the 5th estate*, *The Nature of Things*, *North of 60*, *Street Legal*, *The Odyssey*, *Northwood*, *On the Road Again*, *Market Place*, *The Health Show*, *Man Alive* ainsi que *The Royal Canadian Air Farce*.

L'une des mesures du succès d'un réseau lorsqu'il s'agit de répondre à une vaste gamme d'intérêts et de goûts est sa portée hebdomadaire. Quatre Canadiens anglophones sur cinq (de 2 ans et plus) trouvent chaque semaine quelque chose qui les intéresse à la Télévision anglaise SRC.

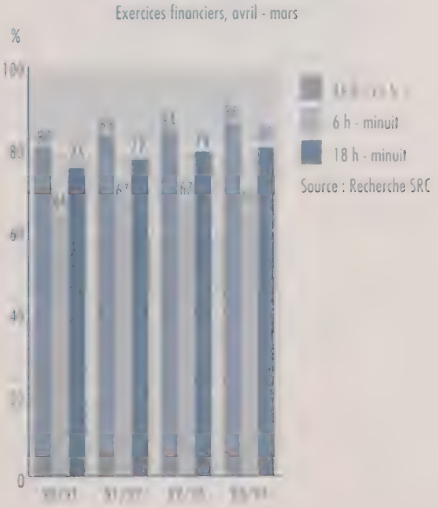
### LE CONTENU CANADIEN

***Objectif : Maintenir le contenu canadien aux niveaux atteints en 1992-1993 entre 18 h et minuit et entre 19 h et 23 h.***

Offrir des émissions canadiennes aux téléspectateurs canadiens, telle est la raison d'être du radiodiffuseur public national du Canada.

Le réseau concentre ses ressources de programmation sur les périodes de grande écoute, au moment où l'auditoire potentiel est le plus nombreux. En 1993-1994, le contenu canadien des émissions diffusées aux heures de grande écoute atteignait en moyenne 80 %.

**Teneur canadienne réseau à la Télévision anglaise SRC**
Exercices financiers, avril - mars





## PROGRAMMATION DE LA TÉLÉVISION ANGLAISE SRC
automne 1993 – hiver 1994

| | LUNDI | MARDI | MERCREDI | JEUDI | VENDREDI | SAMEDI | DIMANCHE |
|---|---|---|---|---|---|---|---|
| 9h00 | CBC MORNING NEWS | | | | | | |
| 9h30 | | | | | | UMBRELLA TREE | CANADIAN GARDEN |
| 9h00 | WHAT ON EARTH | | | | | SESAME STREET | HYMN SING |
| 9h30 | URBAN PEASANT | | | | | | CORONATION STREET |
| 10h00 | FRED PENNER / THEODORE TUGBOAT / UMBRELLA TREE | | | | | FRED PENNER | |
| 10h30 | MR. DRESSUP | | | | | MR. DRESSUP | |
| 11h00 | SESAME STREET | | | | | STAR TREK | 50 UP |
| 11h30 | | | | | | | ALIVE |
| 12h00 | MIDDAY | | | | | HOME | MEETING PLACE |
| 12h30 | | | | | | DRIVER'S SEAT | |
| 13h00 | ALL MY CHILDREN | | | | | CANADIAN GARDENER | COUNTRY CANADA |
| 13h30 | | | | | | PET CONNECTION | DISABILITY NET |
| 14h00 | ONE LIFE TO LIVE | | | | | | |
| 14h30 | | | | | | | CFL FOOTBALL |
| 15h00 | CORONATION STREET | | | PET CONNECTION | CANADIAN REFLECTIONS | CBC SPORTS WEEKEND | |
| 15h30 | STAR TREK | | | | | | SUNDAY ARTS ENTERTAINMENT |
| 16h00 | | | | | | | |
| 16h30 | WONDER YEARS | | | | | | MOVIES |
| 17h00 | FAMILY MATTERS | | | | | | STREET CENTS |
| 17h30 | FRESH PRINCE | | | | | | DISNEY |
| 18h00 | REGIONAL NEWS PROGRAMS | | | | | | |
| 18h30 | | | | | | REGIONAL | |
| 19h00 | | | HEALTH SHOW | REGIONAL | FAMILY MATTERS | FRONT PAGE CHALLENGE | ROAD TO AVONLEA |
| 19h30 | THE NANNY | | | MOMMIES | AIR FARCE | | |
| 20h00 | FULL HOUSE | | | NORTH OF 60 | STREET LEGAL | MOLSON HOCKEY NIGHT IN CANADA | MOVIES |
| 20h30 | BLOSSOM | | | | | | MINI SERIES |
| 21h00 | | | | | | | SPECIALS |
| 21h30 | | | | | | | SUNDAY REPORT |
| 22h00 | | | SHERIDAN | SCOOP | KIDS IN THE HALL | | VENTURE |
| 22h30 | | | | | | | REGIONAL NEWS |
| 23h00 | THIS HOUR | | BEST OF THE WORLD | | FRIDAY NIGHT | THE NATIONAL | CBC SPORTS LATE NIGHT |
| 23h30 | DEAD DONKEY | EAR TO THE GROUND | | CINEMA CANADA | | REGIONAL NEWS | |
| 24h00 | E.N.G. | | | | LARRY SANDERS | COUNTRY BEAT | |
| 24h30 | | | | | | | |
| 1h00 | | | | | CBC LATE NIGHT | | |
| 1h30 | CBC LATE NIGHT | | | | | CBC LATE NIGHT | |
| 2h00 | | | | | | | |
| 2h30 | | | | | | | |

Temps réservé - émissions canadiennes
Temps réservé - émissions étrangères
Temps optionnel - émissions canadiennes
Temps optionnel - émissions étrangères



# LA TÉLÉVISION ANGLAISE

La Télévision anglaise de la SRC a pour rôle principal d'offrir une programmation qui, par son caractère canadien distinctif, se démarque de la programmation des diffuseurs privés, des diffuseurs étrangers et des câblodistributeurs. Parallèlement, en sa qualité de radiodiffuseur public, la Télévision anglaise a l'obligation d'offrir des services qui revêtent de l'intérêt pour de vastes auditoires représentant des segments importants et diversifiés de la population.

C'est difficile d'offrir une programmation destinée à un auditoire qui soit pas «trop spécialisée», pour quel que radiodiffuseur que ce soit, peu importe les circonstances. Mais par suite de l'expansion rapide des services spécialisés de la télévision par câble, il est devenu encore plus difficile, pour tous les radiodiffuseurs conventionnels, y compris la SRC, d'établir une programmation équilibrée.

### *Programmation et distribution*

Les principaux services de la Télévision anglaise de la SRC sont offerts aux téléspectateurs par le biais d'un système comptant 11 stations de base, 22 stations privées affiliées, 140 réémetteurs de la SRC et 172 réémetteurs privés et communautaires. Toutes les stations de base de la SRC et les stations affiliées diffusent environ cinq heures par jour d'émissions réseau dites «en temps réservé». Pendant la période de pointe de 18 h à minuit, environ 62 % de la programmation réseau se compose de périodes réservées entièrement pour le réseau. En outre, 13 heures additionnelles de programmation réseau sont diffusées chaque jour par les stations de la SRC et peuvent être diffusées par les stations affiliées à un moment différent.

Les stations de base de la SRC qui offrent le service complet du réseau sont accessibles à environ 83 % de la population dont la langue maternelle est l'anglais. Les affiliées en rejoignent 16 % de plus, pour un total de 99 %.

Les services réseau offrent un éventail d'émissions qui contiennent de la publicité et d'autres qui n'en contiennent pas. Le réseau et les stations sont financés par le biais des crédits parlementaires accordés par le gouvernement [illegible] principale source de recettes publicitaires de la SRC.

En outre, CBC Newsworld, service d'information de la SRC diffusé par câble 24 heures sur 24, offre une programmation de rechange aux quelque 72 % des téléspectateurs qui sont abonnés au câble.

## FAITS SAILLANTS DE 1993-1994

L'exercice 1993-1994 a été très chargé à la Télévision anglaise. C'était la première saison complète de la nouvelle grille lancée en novembre 1992. Par ailleurs, le réseau a offert une couverture complète de la campagne électorale fédérale d'octobre 1993, il a augmenté le volume de programmation canadienne et a poursuivi l'installation des services de Toronto au nouveau Centre canadien de radiodiffusion.

En 1994, des représentants de la SRC ont comparu devant le Conseil de la radiodiffusion et des télécommunications canadiennes à l'occasion d'une audience publique de cinq jours sur le renouvellement des licences des réseaux de télévision de la Société. La Télévision anglaise a signalé un accroissement important du contenu canadien, des productions régionales et des productions indépendantes pour le réseau, de même que du nombre de dramatiques et de productions du réseau français inscrites à sa grille.

Le réseau a également signalé d'importants succès d'auditoire d'émissions canadiennes de grande qualité comme *North of 60*, *Street Legal* et *The Road to Avonlea*, de nouvelles émissions canadiennes de variétés comme *This Hour Has 22 Minutes* et *The Royal Canadian Air Farce*, et de dramatiques spéciales comme *The Boys of St. Vincent*, *Life With Billy*, *The Diary of Evelyn Lau* ainsi que *Dieppe*.





*Life With Billy*,



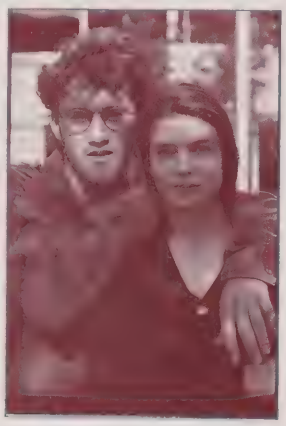
Ashley Rogers, Tony Sampson, Illya Woloshy
***The Odyssey***, une production de Vancouver



*Dieppe*



*The Diary of Evelyn Lau*



*Scoop*



*The Health Show*



*Country Canada*



## V TÉLÉVISION FRANÇAISE (suite)

Le service de la vente de séquences d'archives a répondu à près de 300 demandes de producteurs indépendants canadiens et étrangers qui ont utilisé les archives audiovisuelles de la SRC dans leurs productions.

### LE MARCHÉ PUBLICITAIRE

***Objectif : Confirmer le rôle de leadership de la SRC dans la relance du marché publicitaire francophone.***

e marché publicitaire francophone avait connu en 992-1993 une relance qui s'est quelque peu essoufflée n 1993-1994. La SRC a tout de même continué à miser ur une approche qualitative du marché qui, à l'heure de multiplication des canaux, s'impose peu à peu comme ne solution d'avenir.

a SRC a également travaillé à développer de nouvelles pproches dans ce domaine comme, par exemple, la ommandite institutionnelle, qui a permis de financer production de plusieurs émissions canadiennes.

## 'AVENIR DE LA TÉLÉVISION SRC

es représentants de la SRC ont eu, dans le cadre des udiences publiques du CRTC en février et en mars 994, l'occasion de présenter au public canadien leurs lans pour les sept prochaines années, de même que eur vision de l'avenir de l'industrie de la télévision et e la place que la Télévision française SRC entend y occuper.

Dans le cadre du renouvellement de sa licence, la SRC prenait plusieurs engagements qui sont en continuité avec ses réalisations passées. La programmation de la Télévision française SRC continuera d'être majoritairement canadienne, constituée de productions qui mettent en valeur les talents d'ici : émissions dramatiques qui nourrissent l'imagination et le cœur en racontant nos vies, nos valeurs, nos mythes; représentations des arts de la scène qui nous placent aux premières loges des grandes manifestations culturelles du pays; productions indépendantes qui sont une part précieuse de la vie culturelle canadienne. La programmation continuera de consacrer une place importante à tous les âges de la jeunesse, de la petite enfance à l'adolescence; elle se fera toujours le reflet de toutes les régions du pays, assurera la représentation juste et équitable de la mosaïque canadienne et deviendra davantage accessible aux malentendants.

Par ailleurs, en présentant les projets de services spécialisés qu'elle a mis sur pied (le Réseau de l'information) ou dans lesquels elle prenait une part active (Chapiteau et Festival), la SRC affirmait sa volonté de participer à la transformation de l'univers télévisuel tel qu'on le connaît aujourd'hui.

Derrière ces engagements, un seul objectif pour la SRC : rester fidèle à sa mission de télédiffuseur public.



## LA TÉLÉVISION FRANÇAISE (suite)

En 1993-1994, la Télévision française a préparé un projet de chaîne d'information continue, le Réseau de l'information (RDI) et l'a présenté devant le CRTC en février 1994. La mission du RDI : informer les Canadiens sur l'actualité régionale, nationale et internationale, en français, 24 heures sur 24, et refléter les grands événements de l'actualité, en particulier l'actualité canadienne, par des émissions spéciales.

### LES ALLIANCES

*Objectif : Élaborer un plan stratégique d'alliances.*

En 1993-1994, plusieurs projets d'alliances stratégiques entre les principaux joueurs de l'industrie se sont concrétisés et ont été débattus devant le CRTC lors des audiences sur les chaînes spécialisées.

L'élaboration du projet du Réseau de l'information a été rendue possible grâce à une vaste consultation auprès des autres télédiffuseurs. Sur la scène nationale, des ententes de collaboration ont été conclues avec Télévision Quatre Saisons, Vrak-TV, Québec-Canada et Radio-Québec. Sur la scène internationale, des ententes de principe sont intervenues avec France Télévision, la RTBF (Belgique), la TSR (Suisse) et Euronews.

Le projet de télévision à la carte Chapiteau regroupait les cinq grands télédiffuseurs francophones du pays, tandis que le projet Festival était une association entre les deux réseaux de télévision et les principaux organismes culturels du pays.

## OBJECTIFS DE GESTION

### PRODUCTIVITÉ

*Objectif : Optimiser l'utilisation des ressources.*

En 1993-1994, l'effectif a été réduit d'environ 1%, par attrition. L'implantation accrue des nouvelles technologies, tant en production qu'en gestion, permet de gérer cette diminution des ressources humaines sans que le produit à l'antenne ne soit affecté.

Parmi ces nouvelles technologies, on compte :

- L'implantation d'un système informatisé de gestion d prix de revient des émissions : ce système est un out interactif précis qui permet le suivi des coûts réels des émissions, de la conception à la diffusion. Avec ce système, implanté sur le réseau local d'immeuble (RLI), les gestionnaires peuvent, par exemple, évalue rapidement les coûts de diffusion et d'inventaire et apporter les correctifs nécessaires en cas de dépass ment budgétaire.
- L'implantation du design assisté par ordinateur : ce système a permis plus de flexibilité et de rapidit d'exécution dans la planification des concepts de fabrication des tournages, des installations techniques et des décors.

De meilleures façons d'exercer un contrôle plus serré sur les différents procédés de production et de gestion sont à l'étude et seront mises en application.

### *Les ventes d'émissions*

- Le film *Le Fleuve aux grandes eaux*, de Frédéric Bach a été vendu dans 22 pays, dont les États-Unis, le Japon, l'Australie et la Grande-Bretagne.
- *Beethovenissimo*, la série de neuf émissions qui présentait l'intégrale des symphonies de Beethoven a été vendue en Espagne et en Corée.
- Après le succès de vente du coffret de vidéocassette *Les Classiques des années 50* qui soulignait le 40e anniversaire de la télévision en 1992, la SRC a lancé un nouveau coffret, *Les Grandes Émissions jeunesse*, constitué des émissions qui ont marqué plus d'une génération comme *Fantreluche*, *Sol et Gobelet*, *La Ribouldingue* et plusieurs autres. Plus de 63 000 exemplaires ont été vendus.
- Quelque 1 700 copies d'émissions ont été fournies aux maisons d'enseignement, universités, collèges et commissions scolaires, qui les ont utilisées à des fins pédagogiques.



## A TÉLÉVISION FRANÇAISE (suite)

ation de Québec a produit la nouvelle émission
tente *Parlez-moi d'hier*, la nouvelle émission jeunesse
*Ribambelle*, le Gala de l'ADISQ et le magazine agri-
*La Semaine verte* réalisé auparavant à Montréal
[illegible] la station d'Ottawa a poursuivi la produc-
on du magazine quotidien d'information *SRC Bonjour*.

usieurs émissions habituellement enregistrées au
ntre de production de Montréal ont, à l'occasion, été
[illegible]
*tres* à Québec, *Vazimolo* à Moncton et *Sous la*
[illegible] à Toronto.

s équipes nationales d'actualité, réparties dans les
ations hors Québec entre Moncton et Vancouver, ont
ecru leur participation aux émissions d'information et
actualité, notamment au magazine *Le Point* pour
quel elles ont produit 92 reportages, soit 17 % du
mps d'antenne total de l'émission.

r ailleurs, plusieurs émissions spéciales ont reflété
s événements culturels et populaires dans l'ensemble du
ys. Entre autres, les Jeux de l'Acadie, en provenance de
eppe (Nouveau-Brunswick), La Nuit sur l'étang, Sudbury
Ontario), le Festival de folklore de Drummondville
Québec) et le Stampede de Calgary (Alberta).

s stations régionales ont de plus participé au
[illegible]
ançaise diffusera, en 1994-1995, deux productions
provenance de Rimouski, *On aura tout vu* ainsi que
*Mer à voir*. D'autres efforts de développement sont
és sur une émission du midi à partir de Québec, et
uelques projets sont aussi en chantier à la station
[illegible]

### *La programmation transculturelle*

s échanges entre plusieurs secteurs des deux réseaux se
nt maintenus. Les services des Sports et de l'Information
nt poursuivi une tradition établie depuis longtemps, et les
missions religieuses ont consolidé leur collaboration dans
cadre des émissions *Second regard* et *Man alive*. Les
deux réseaux ont également échangé des productions dramatiques, un genre qui bénéficie d'une grande visibilité et constitue un excellent reflet des réalités culturelles. En 1993-1994, la Télévision française a diffusé, en période de grande écoute, deux séries canadiennes acquises du réseau anglais : *Au nord du 60e* et *Vivre à Northwood*.

### *La représentation équitable des minorités*

Les émissions qui ont une grande visibilité, les dramatiques et les variétés, de même que celles qui touchent notre public de demain, les émissions jeunesse, sont conçues avec un souci particulier de représentativité des minorités qui constituent le tissu social canadien. Le sujet est également abordé dans le cadre des émissions d'analyse. Par exemple, une édition spéciale de *M'aimes-tu ?* intitulée « Chez nous, c'est ici. » a porté sur l'expérience de l'immigration.

## L'INFORMATION

***Objectif : Affirmer le leadership de la SRC en information***

Les émissions d'information occupent toujours une proportion importante de la programmation de l'heure de pointe; en 1993-1994, cette part était de 37 %, une augmentation de deux points par rapport à l'année [illegible].

Plusieurs rendez-vous quotidiens et hebdomadaires de nouvelles et d'actualité ont été réaménagés, et la plupart des émissions d'information ont connu une progression de leur écoute.

Par ailleurs, la SRC a été présente aux grands événements qui ont marqué l'actualité canadienne : le congrès à la [illegible] fédérale, la soirée électorale. Le magazine *Le Point* a produit huit éditions spéciales qui proposaient des débats et forums autour des enjeux importants de l'élection. Environ 50 % de l'auditoire francophone a suivi le déroulement des élections fédérales à l'antenne de la SRC.



(Prix Gémeaux, ADISQ, Gala «Excellence» de la Presse) et le Gala des Génies, l'équivalent des Oscars pour le cinéma canadien, présenté en français pour la première fois de son histoire, en direct de la Maison de Radio-Canada à Montréal.

### *Une programmation de qualité*

La télévision française se distingue aussi par la qualité de sa programmation. La fidélité de son public, soulignée par les succès d'écoute, et les nombreux prix attribués aux artisans et aux émissions — près d'une centaine — constituent une preuve éloquente de cette qualité :

- Le dernier film d'animation de Frédéric Back, *Le Fleuve aux grandes eaux*, a été mis en nomination [illegible] du Festival international du film d'animation d'Annecy et avait été choisi meilleur film d'animation en 1993 par le Los Angeles Critics Award.
- Au Gala des prix Gémeaux 1993, les émissions diffusées par la SRC ont remporté 50 prix, dans toutes les catégories. Près de la moitié de ces prix a été attribuée aux productions dramatiques.
- L'Alliance pour l'enfant et la télévision a attribué tous ses prix d'excellence 1993 pour la télévision francophone à des émissions diffusées à l'antenne de la SRC (productions internes et acquisitions).

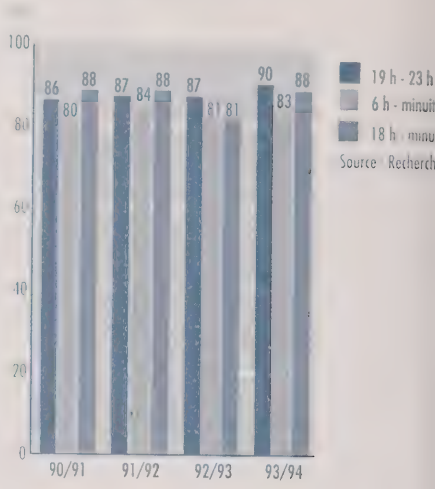
## LE REFLET DE LA VIE CANADIENNE

*Objectif : Refléter à l'antenne les expériences de vie des Canadiens.*

### *La teneur canadienne*

En 1993-1994, la teneur canadienne de la grille a aug- [illegible] journée complète aussi bien qu'en heure de pointe.

**Teneur canadienne à la Télévision française SRC**
Saison à la fin mars




### *Le reflet régional*

La contribution des stations régionales et affiliées de la SRC à la grille réseau a légèrement augmenté par rapport à l'année précédente. En 1993-1994, les stations régionales et affiliées ont produit 16 % des émissions diffusées au réseau, comparativement à 15 % l'année précédente.

La stratégie poursuivie en matière de programmation régionale a pour objectif d'enraciner la présence de la SRC dans les régions et de s'assurer que les préoccupations et la réalité des diverses régions de l'espace francophone canadien se trouvent bien reflétées à l'antenne. C'est dans cette optique que le développement des stations situées dans les grands centres francophones en dehors de Montréal a été entrepris.

La station de Moncton a produit la nouvelle émission de variétés *Country Centre-ville* qui rejoignait chaque semaine une moyenne de un demi million de téléspectateurs. La




## A TÉLÉVISION FRANÇAISE (suite)

### OBJECTIFS DE PROGRAMMATION

#### UNE PROGRAMMATION DISTINCTIVE

***Objectif : Accentuer le caractère distinctif de la programmation.***

***enouvellement et diversification***

nt la saison régulière, soit de septembre à la fin mars, % des émissions de la grille de jour et 38 % de celle l'heure de pointe étaient des nouveautés. Un rapide rvol, non exhaustif, de la liste de ces nouvelles émissions rmet de rendre compte de la diversité de la programmaon. Entre autres, l'émission d'humour *La Petite Vie*, comédie dramatique *À nous deux*; les magazines socioltur*e*ls *M'aimes-tu?* et *Les Pieds dans les plats*; les émisons de variétés *Country Centre-ville*, *Mon amour, mon mour* et *Sur invitation*; les émissions culturelles *En avant musique*, *Sous la couverture*, *La Ruée vers l'art*; et, mission jeunesse *La Ribambelle*.

grille de jour a été passablement remaniée pour ieux correspondre aux besoins des auditoires contemains avec de nouvelles émissions comme *Les Temps odernes* et *Pourquoi pas l'après-midi ?*. Les bulletins nouvelles du sport ont été allongés de 10 minutes de çon à offrir un contenu plus étoffé, qui met l'accent r l'aspect humain du sport et des événements sportifs utôt que sur le simple compte rendu statistique.

e même, une part importante de la programmation unesse a été repensée. Depuis novembre, un panel une quarantaine de jeunes entre 9 et 12 ans est nsulté régulièrement sur le contenu des émissions unesse. La SRC réitère ainsi son engagement à offrir s émissions de qualité aux jeunes téléspectateurs.

***radition et innovation***

Par exemple, toujours dans le secteur des émissions jeunesse, deux épisodes spéciaux du téléroman pour les adolescents *Watatatow*, intitulés « L'amour dans le sang » et "Prends-moi comme je suis", ont été diffusés en heure de grande écoute. Ces émissions abordaient des sujets controversés qui font partie de la réalité des adolescents des années 90 : le sida et l'homosexualité.

**Analyse de la grille-horaire de la Télévision française SRC**

Ouverture - fermeture




ture. Dans ce cadre, la SRC a présenté les œuvres dramatiques d'auteurs réputés de chez nous : *Marco ou la fable du pouvoir*, de Pierre Bourgault, *Syncope*, de Rene Gingras, *Bonjour, là, bonjour*, de Michel Tremblay. Dans le cadre de cette dernière œuvre, la technologie de l'incrustation d'images a été mise au service d'une œuvre forte du répertoire québécois et a permis à la SRC de renouveler le genre du téléthéâtre.

Ont aussi été diffusés, en plus des nombreuses émissions sur la musique et la danse, des galas prestigieux



## PROGRAMMATION DE LA TÉLÉVISION FRANÇAISE SRC

Septembre 1993 – mars 1994

| | LUNDI | MARDI | MERCREDI | JEUDI | VENDREDI | SAMEDI | DIMANCHE |
|---|---|---|---|---|---|---|---|
| 6h30 | | | | | | | |
| 7h00 | SRC BONJOUR | | | | | VAZIMOLO | VAZIMOLO |
| 7h30 | | | | | | LES DIPSOS ET LES ANTS | |
| 8h00 | | | | | | PETITE SIRÈNE | |
| 8h30 | | | | | | LOOPING | |
| 9h00 | | | | | | CLYDE | LE LIVRE DE LA JUNGLE |
| 9h30 | | | | | | LA BANDE À DINGO | DOLL |
| 10h00 | | | | | | TINY TOONS | WAMBERS |
| 10h30 | | | | | | PIERRE ET ISA | PARCELLES DE SOL |
| 11h00 | | | | LE MONDE DANS VOTRE ASSIETTE | COMMENT ÇA VA ? | FORUM DES TEMPS MODERNES | LE JOUR DU SEIGNEUR |
| 11h30 | LES CRAQUANTES | | | | | LA SEMAINE PARLEMENTAIRE À OTTAWA | AUJOURD'HUI DIMANCHE |
| 12h00 | LE MIDI | | | | | LA SEMAINE À L'ASSEMBLÉE NATIONALE | LE TÉLÉJOURNAL |
| 12h30 | | | | | | MA MAISON | LA SEMAINE VERTE |
| 13h00 | | | | | | | SECOND REGARD |
| 13h30 | LES TEMPS MODERNES | | | | FORUM | L'UNIVERS DES SPORTS | EN TOUTE LIBERTÉ |
| 14h00 | | | | | | | HORIZONS |
| 14h30 | POURQUOI PAS L'APRÈS-MIDI ? | | | | | | |
| 15h00 | | | | | | | EN AVANT LA MUSIQUE |
| 15h30 | | | | | | | |
| 16h00 | | | | | | | SOUS LA COUVERTURE |
| 16h30 | | | | MISSION TOP SECRET | ES DÉBROUILLARDS | GÉNIES EN HERBE | |
| 17h00 | | | | L'ÎLE AU TRÉSOR SPÉCIALE | VIVRE À NORTHWOOD | LA COURSE DESTINATION MONDE | LA RUÉE VERS L'ART |
| 17h30 | QUE LE MEILLEUR GAGNE | | | | | | |
| 18h00 | MONTRÉAL CE SOIR | | | | | LE TÉLÉJOURNAL | LE TÉLÉJOURNAL |
| 18h30 | | | | | | RAISON PASSION | DÉCOUVERTE |
| 19h00 | | | | | COUNTRY CENTRE VILLE | VIVRE À NORTHWOOD | |
| 19h30 | TAQUINONS LA PLANÈTE | M'AIMES-TU ? | | LES PIEDS DANS LES PLATS | | LES AVENTURES DE [illegible] | SURPRISE SUR PRISE |
| 20h00 | CORMORAN / [illegible] | MONTRÉAL P.Q. | | | LES GRANDS FILMS | LA SOIRÉE DU HOCKEY MOLSON À RADIO-CANADA | LES BLEUS D'ANDRÉ |
| 20h30 | | | | | | | |
| 21h00 | À TOUT PRIX | AU NORD DU 60e | ENJEUX | | | | |
| 21h30 | | | | ÉDITION SPÉCIALE | | | |
| 22h00 | LE TÉLÉJOURNAL | | | | | | LE DIMANCHE |
| 22h25 | LE POINT | | | | LE POINT MÉDIAS | TÉLÉJOURNAL / MÉTÉO | SCULLY RENCONTRE |
| 23h00 | SPORTS / MÉTÉO | | | | | SPORTS | NOUVELLES DU SPORT |
| 23h30 | LA RUÉE VERS L'ART (R) | DÉCOUVERTE (R) | LA COURSE DESTINATION MONDE (R) | SOUS LA COUVERTURE (R) | CINÉMA | TÉLÉ-SÉLECTION | |
| 24h00 | | SECOND REGARD (R) | LIBERTÉ (R) | CINÉMA | | | CINÉ CLUB |
| 24h30 | | | | | | | |
| 1h00 | | | | | | | |
| 1h30 | | | | | | | |

Émissions d'information et de culture
Émissions canadiennes de divertissement
Émissions jeunesse
Émissions étrangères de divertissement



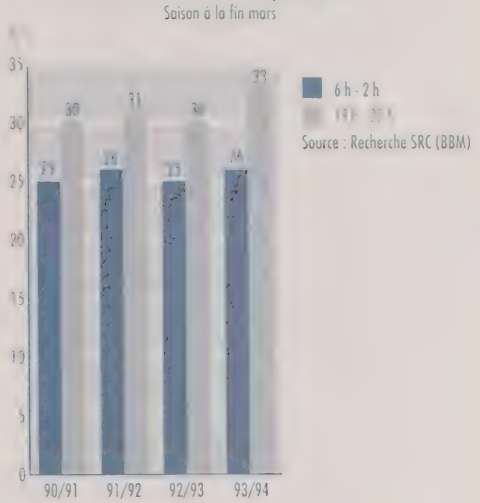
# LA TÉLÉVISION FRANÇAISE

l'occasion des audiences du CRTC pour le renouvelle-ent des licences en mars 1994, la Télévision française réitéré son engagement envers le public canadien et a fini sa vision de l'avenir.

essentiel du message livré : la Télévision SRC est au rvice des Canadiens et des Canadiennes, et elle le stera dans le paysage audiovisuel de l'avenir. La mis-on de la Télévision française : offrir une programma-n essentiellement générale, distinctive, populaire et rtinente qui reflète les préoccupations, les goûts et s valeurs des Canadiens francophones, et qui rende mpte de la richesse et de la diversité de leur culture.

programmation de la Télévision française est alimen-e par huit centres de production/diffusion répartis de onction à Vancouver. Les émissions sont aussi dis-buées d'un bout à l'autre du pays par cinq stations vées affiliées, 174 réémetteurs SRC et 28 réémetteurs vés ou communautaires.

**Part de l'auditoire francophone à la Télévision française SRC**
Saison à la fin mars




## AITS SAILLANTS DE 1993-1994

année de programmation 1993-1994 a été avant tout nnée du renouvellement : plus du tiers de la grille en eure de grande écoute était constitué de nouvelles nissions. Cette programmation renouvelée a permis à Télévision française de se maintenir au premier rang s télévisions francophones canadiennes en heure de inte et de conserver une part de 26 % pour toute la

signaler parmi les grands succès d'écoute, la télésérie *lanche*, une production d'une qualité exceptionnelle i a captivé près de 80 % de l'auditoire et qui avait éjà été vendue à plus de 10 pays au terme de l'exercice nancier. La série *Scoop III*, diffusée à l'hiver 1994, aussi atteint des sommets avec une moyenne de 722 000 télespectateurs.

n a également assisté à la fin du règne de *Marilyn*, ette femme de ménage hors du commun qui a rendu hacun des 444 épisodes de la série a été enregistré rmis à l'équipe de réalisation de renouveler les éthodes de production

**Émissions les plus regardées à la Télévision française SRC**
*Saison 1993-1994 à la fin mars*

| | *Auditoire moyen (000)* |
|---|---|
| Blanche * | 2 989 |
| Bye Bye 93 ** | 2 735 |
| Scoop III * | 2 722 |
| Gala de l'ADISQ ** | 2 137 |
| Marie-Lise Pilote ** | 1 878 |
| Gala des Prix Gémeaux ** | 1 764 |
| Cormoran * | 1 712 |
| La Petite Vie * | 1 699 |
| Les Garçons de Saint-Vincent *** | 1 624 |
| Jacques et Normand ** | 1 575 |

*Note : Toutes ces émissions sont des productions*
* *Série*

*Source : Recherche SRC (BBM)*





*Marilyn.*



**Au nord du 60e**



*Blanche.*



*M'aimes-tu ?*



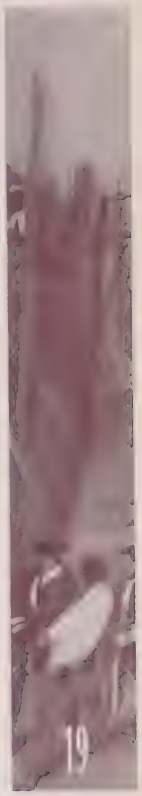
Suzanne Lévesque
**Sous la couverture.**



*La Petite Vie*



**A nous deux.**



# DES BUTS NATIONAUX AUX OBJECTIFS MÉDIAS

s buts nationaux de la Société sont établis par le prési-nt-directeur général, en collaboration avec le Comité périeur de direction. Ces buts tiennent compte des gences de la Loi sur la radiodiffusion, des tendances marché et des ressources de la Société.

atteinte de ces buts se fait par l'intermédiaire des mposantes médias. Chaque composante détermine fonction du mandat et des enjeux qui lui sont propres, s objectifs spécifiques qui lui permettront d'atteindre s buts nationaux. On peut donc s'attendre à ce que s objectifs et indicateurs de rendement diffèrent d'une mposante à l'autre.

### PROTOCOLES D'ENTENTE ET MESURES D'ÉVALUATION

epuis 1990-1991, chaque composante média, par l'in-rmédiaire de son vice-président, établit avec le prési-nt-directeur général un protocole d'entente qui décrit :

- l'énoncé de mission de la composante
- les facteurs environnementaux externes et internes
- les buts et les objectifs de programmation et de gestion à réaliser selon un échéancier donné
- les plans d'action pour atteindre les objectifs approuvés
- les indicateurs de rendement servant de base à l'évaluation
- le niveau des ressources attribué par le Comité de planification et d'allocation des ressources, ventilé selon les catégories de dépenses autorisées
- les attentes de services par rapport aux autres composantes
- l'organigramme et les horaires de programmation.

ans la mesure du possible, ces objectifs doivent pouvoir tre quantifiés au moyen d'indicateurs de rendement, de ibles ou de normes appropriés. Toutefois, certains spects très importants de la programmation ne sont pas uantifiables, et il devient alors nécessaire de procéder à es évaluations qualitatives.

Les progrès vers l'atteinte des objectifs sont mesurés durant l'année, et ces évaluations périodiques servent de base à l'évaluation annuelle de chaque composante.

On compte en moyenne une centaine d'indicateurs de rendement par composante. Ces indicateurs regroupent des mesures comme la part d'auditoire, le poids attribué aux divers genres d'émissions, les économies réalisées par certaines activités et les recettes publicitaires enregistrées pour l'exercice financier. On y trouve également des évaluations qualitatives reliées à la réalisation de certains projets.

### UNE RECHERCHE CONTINUE

Consciente de la nécessité d'améliorer constamment sa performance et ses outils d'évaluation, la Société tente maintenant de développer des indicateurs clés qui lui permettront de mieux cerner les réalisations de ses composantes. Parmi les thèmes à l'étude, on retrouve :

- le contenu canadien
- la qualité de la programmation
- l'équilibre de la programmation
- le reflet régional et multiculturel
- l'innovation programme
- les réactions de l'auditoire
- l'amélioration de la productivité
- l'amélioration de la qualité de la gestion
- les efforts de vente et de marketing
- les communications internes et externes
- les efforts de formation du personnel
- l'équité dans l'emploi et la représentation en ondes des quatre groupes désignés.



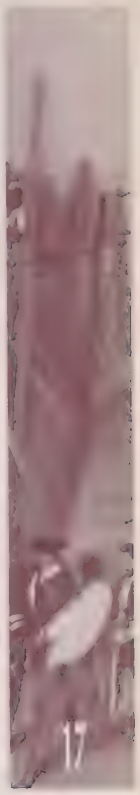
# BUTS NATIONAUX DE LA SRC 1993-1994

## EXCELLENCE EN PROGRAMMATION

- S'assurer que les services radiophoniques et télévisuels de la SRC présentent une programmation de haute qualité et typiquement canadienne ainsi que des grilles conçues pour satisfaire les besoins d'auditoires contemporains et relever les défis du [illegible]
- Positionner les services radiophoniques et télévisuels de la SRC comme étant les contributeurs audiovisuels majeurs à une conscience et à une identité nationales partagées, grâce à une programmation [illegible]
- S'assurer que les Canadiens voient et entendent leurs réalités et leurs valeurs régionales sur tous les services de la SRC.
- S'assurer que le journalisme de la SRC soit de la plus haute qualité possible et entièrement responsable envers ses auditoires, et qu'il soit perçu [illegible]
- Exploiter tous les services de façon à ce qu'ils soient les compléments des contributions des autres éléments publics et privés du système de radiodiffusion. Pour ce faire :
  - Faire fonction de chef de file dans le développement de nouveaux services canadiens de radio et de télévision, en accordant la priorité à l'introduction d'une contrepartie francophone à Newsworld.
  - Participer, s'il y a lieu, avec d'autres éléments publics et privés du système de radiodiffusion, à l'établissement de nouveaux services, dans la mesure où l'intérêt public l'exige vraiment.
  - Prendre l'initiative d'exporter la culture canadienne et de créer une nouvelle programmation [illegible]
  - Au fur et à mesure que de nouvelles sources de financement deviennent disponibles, réduire la présence de la publicité dans les grilles de télévision.

## EXCELLENCE EN GESTION

- Conformément aux bonnes pratiques de gestion, veiller à rentabiliser au maximum l'utilisation des ressources financières de la SRC pour des activités qui peuvent être vues et entendues par ses auditoires.
- Chercher à exploiter pleinement les nouvelles technologies en vue de rendre plus efficaces la production d'émissions, le processus administratif et la gestion de la SRC.
- Favoriser le travail d'équipe au sein des ressources humaines de la SRC, en vue d'atteindre l'excellence en programmation et en gestion.
- Améliorer la valeur réelle et perçue des services de la SRC pour les Canadiens grâce à une meilleure définition et à une promotion plus ciblée de l'organisation et des services de la SRC.



# LA RESPONSABILITÉ JOURNALISTIQUE

La crédibilité est le critère primordial pour toutes les émissions d'information de la SRC. La Société a gagné la confiance des Canadiens au cours des années en leur proposant une information à la fois exacte, juste et [illegible].

L'initiative en matière de responsabilité journalistique à la SRC a vu le jour en 1992; elle avait pour but de maintenir et d'améliorer la crédibilité que l'on accordait au journalisme pratiqué par la SRC. Ses objectifs précis sont les suivants :

- fournir le meilleur journalisme possible sur le plan de l'exactitude, de l'équité et de l'exhaustivité;
- offrir les outils de formation et d'évaluation qui permettent de s'assurer que les normes et pratiques journalistiques de la SRC soient aussi rigoureuses [illegible];
- adopter des pratiques qui rendront le journalisme de la SRC plus ouvert et accessible à ses auditoires.

Dans le cadre de ces objectifs et des recommandations contenues dans le rapport sur la responsabilité journalistique, approuvé par le conseil d'administration de la SRC en 1993, la Responsabilité des médias a mené à bien les projets suivants au cours de l'année écoulée :

En juin 1993, la SRC a organisé un colloque journalistique [illegible] politique dans les années 90». Deux cents journalistes de la SRC ainsi que 50 invités venus des milieux universitaire et politique, et du monde des affaires y ont assisté. La plupart des séances étant radiodiffusées, les auditoires de la SRC ont eu l'occasion de suivre une grande partie de la réunion. Par suite du succès remporté par le colloque, la SRC a décidé de renouveler l'expérience en 1994 en organisant un autre colloque, cette fois sur le thème «Le journalisme dans un monde [illegible]».

En septembre 1993, à Montréal et Toronto, 200 journalistes de la SRC ont participé à des séminaires d'une journée qui leur ont permis de rencontrer des économistes et des représentants des partis politiques et de discuter des options économiques qui [illegible].

- Pour la première fois au Canada, une analyse exhaustive du contenu des émissions d'information diffusées avant les élections générales fédérales de 1993 par la SRC et ses concurrents a été effectuée. Les données qui ont été recueillies détermineront la façon dont la SRC couvrira les élections à l'avenir.
- Un service de coupures de presse, SIDEBAR/ENCADRE, qui permet aux journalistes de la SRC d'échanger des rapports et des articles sur leurs activités professionnelles, a été mis en place.
- Par suite d'un projet conjoint de la Responsabilité des médias et de l'Informatique de gestion, la politique de la SRC sur les normes et pratiques journalistiques est devenue la première politique à être accessible par le biais du système informatique de la Société.
- En partenariat avec la Fondation pour le journalisme canadien, la Responsabilité des médias a participé à un examen postélectoral de la couverture des élections générales fédérales de 1993. Plusieurs séances de cette réunion de deux jours ont été diffusées par la chaîne Newsworld de la SRC.
- Conformément aux recommandations initiales sur la Responsabilité des médias, les quatre composantes médias de la SRC ont élaboré leurs propres émissions hebdomadaires consacrées aux activités des médias. Au cours de ces émissions, les difficultés auxquelles sont confrontés les journalistes sont examinées et présentées clairement aux auditoires.

L'exercice 1993-1994 a été la première année d'activités complète du service Responsabilité des médias. Sous la direction de Donna Logan, vice-présidente, Responsabilité des médias et Exploitation de la radiotélévision régionale, une assise solide sur laquelle pourront dorénavant s'appuyer les objectifs en matière de responsabilité des médias a été mise en place.



## LA SRC ET LE PAYSAGE AUDIOVISUEL (suite)

Dans ce domaine, on peut noter que les changements [illegible] de la Société ont permis de réduire concrètement le nombre de paliers entre la direction et l'exploitation.

Poursuivant l'objectif qui vise à préparer la main-d'oeuvre aux défis que posent la stratégie de repositionnement et l'évolution technologique dans le secteur de la radiodiffusion, la Société, ses syndicats et le Conseil canadien des [illegible] ont mis sur pied le Centre de ressources. La structure des conventions collectives en vigueur à la SRC.

De plus, la Société a mis sur pied un comité chargé de revoir les propositions de rationalisation présentant [illegible]. Le Centre national de paiement (CNP) est une initiative qui a permis de centraliser les opérations liées aux comptes créditeurs qui étaient accomplies dans 11 bureaux [illegible].

**Stabilité du financement** — Il s'agit d'un élément essentiel, si la Société doit réaliser ses objectifs et créer un système de radiodiffusion publique qui tienne compte des contraintes financières et de la concurrence qui s'exerceront sur le marché de l'avenir.

Le 3 février 1994, M. Michel Dupuy, ministre désigné du Patrimoine canadien, a confirmé que le gouvernement s'engageait à fournir à la SRC un financement stable pluriannuel. Le ministre a déclaré que les pouvoirs publics ne prévoyaient imposer aucune nouvelle compression budgétaire à la SRC au cours des cinq prochaines années. De plus, les compressions de 100 millions de dollars imposées en avril 1993 ont été [illegible] de manière à les reporter d'une année.

Le gouvernement a également donné à la Société une plus grande marge de manoeuvre financière en l'autorisant à emprunter, dans certains cas bien définis. Le ministre a également confirmé qu'il consulterait ses collègues du cabinet, le président de la SRC et d'autres intervenants de l'industrie pour s'efforcer de trouver de nouvelles sources de revenus pour la Société.

Même si la Société fait encore face à un manque à gagner structurel, ces mesures lui donneront le temps et la marge de manoeuvre nécessaires pour mettre en place des mécanismes qui lui permettront de réaliser des économies et de générer des revenus.



## SRC ET LE PAYSAGE AUDIOVISUEL (suite)

production qui permettent aux journalistes et aux
meramans d'effectuer des tâches qui sont généralement
nfiées à des employés appartenant à différents syndi-
s. En mars 1994, la Société a signé un accord avec
ux de ses syndicats — la National Association of
[illegible] (NABET) et la
nadian Wire Service Guild (CWSG) — autorisant la
C à faire l'essai du projet envisagé pour Windsor et,
r conséquent, à relancer la production de nouvelles
[illegible] Le projet qui prévoit
alement des programmes de formation aux employés,
a élaboré et administré conjointement par les syndicats
la direction.

l'automne 1993, la SRC a déposé une demande de
ence au CRTC dans le but d'exploiter sa propre station
télévision de langue anglaise au Nouveau-Brunswick,
seule province du Canada où la SRC n'ait pas encore
genre de station. Cette demande a été formulée par
[illegible] la SRC, CanWest Global et New
unswick Broadcasting Co. Limited (NBBCL) reposant
r l'acquisition de la totalité de l'actif de NBBCL dans le
cteur de la télévision. Dans le cadre de cette entente,
nWest Global se portera acquéreur des installations
rmettant de continuer l'exploitation du service réseau
gional connu sous le nom de MITV, et la SRC achètera
[illegible] pour exploiter CHSJ-TV
l est actuellement une station affiliée de la SRC.

Société et CanWest Global ont comparu devant le
TC [illegible] des audiences tenues à
edericton (Nouveau-Brunswick). Le 28 avril 1994,
CRTC a annoncé qu'il approuvait la demande,
qui a permis à la SRC de procéder à l'acquisition de
HSJ-TV à Saint-Jean et de ses réémetteurs au Nouveau-
unswick, et de réaliser l'un de ses objectifs les plus
ciens — fournir un service de langue anglaise aux
bitants de toutes les provinces canadiennes en
ploitant sa propre station.

L'un des facteurs clé de l'excellence en programmation consiste à conclure des alliances stratégiques. À cet effet, les efforts consentis par la Société pour promouvoir les émissions canadiennes à l'étranger ont été couronnés de succès dans le cadre d'une coentreprise de la SRC et de Diffusion Power Inc. En mai 1993, le partenariat constitué par la SRC et DPI a conclu une entente avec DirecTV, une division de GM Hughes Electronics of California; en septembre 1994, deux services canadiens seront lancés aux États-Unis — Newsworld International, une version adaptée pour un auditoire international de la programmation nationale diffusée par Newsworld, et Trio, une chaîne de variétés offrant des dramatiques, des émissions artistiques et des émissions d'information provenant des stocks et de la production actuelle de la SRC, ainsi que d'autres sources canadiennes et étrangères. En qualité de partenaire à part égale avec DPI dans la coentreprise, la Société pourra investir ses bénéfices dans la production des nouvelles émissions canadiennes de haute qualité dont elle a besoin pour atteindre son objectif : soit d'accroître son caractère distinctif au sein du système de télédiffusion canadien.

La Société doit conclure d'autres alliances stratégiques afin d'améliorer le contenu et la portée de la programmation radiophonique et télévisuelle de la SRC. Récemment, la Société a signé une entente avec Tokyo Broadcasting System (TBS), dans l'esprit des accords existants avec la British Broadcasting Corporation (BBC) et l'Australian Broadcasting Corporation (ABC). Dans leur ensemble, ces ententes permettront de rentabiliser les bureaux régionaux de la Société et de mieux suivre les événements se déroulant dans le monde, ce qui contribuera à accroître la couverture internationale de la SRC.

**Excellence de la gestion—**La Société doit viser l'amélioration continue de l'efficience et de l'utilisation efficace des nouvelles technologies.



## LA SRC ET LE PAYSAGE AUDIOVISUEL (suite)

Cabinet fédéral a demandé au Conseil de reconsidérer sa décision en septembre 1993, en soulignant notamment la nécessité de s'assurer du niveau approprié de contenu canadien. Les requérants ont déposé une seconde demande qui sera étudiée lors d'une audience publique en avril 1994. Même si l'on ne sait pas encore [illegible] que de nouvelles stations et des services spécialisés du satellite au câble seront lancés dans le proche avenir et [illegible] tionnels pour une part d'auditoire.

**Technologie de production numérique —** Du côté de la production, on utilise maintenant au Centre de radiodiffusion de la SRC à Toronto une technologie de montage audionumérique, la radiotique, qui a été employée pour la première fois en Australie. La radiotique, qui rend superflue l'utilisation de la bande audio, permet d'employer des méthodes de production plus efficaces et plus souples. Cette technique bénéficiera à tous ceux et celles qui travaillent à la réalisation des émissions.

### STRATÉGIE DE LA SRC

Dans un contexte marqué par la prolifération des chaînes de télévision américaines qui se font concurrence pour le temps d'antenne et la continuelle prédominance des émissions américaines aux heures de grande écoute de la plupart des radiodiffuseurs canadiens, le Canada n'a jamais [illegible] Depuis plus de deux ans, la Société a dû redistribuer ses maigres ressources pour continuer à honorer son mandat aussi efficacement que possible et, parallèlement, se positi[illegible] dans le cadre de la stratégie de repositionnement de la SRC, décrites dans le bulletin publié en mars 1993, portent sur trois éléments principaux : l'excellence de la programmation, l'excellence de la gestion et la stabilité du [illegible]

**Excellence de la programmation —** La Société s'est attachée à explorer les moyens qui lui permettront d'honorer son mandat et d'offrir des services canadiens de radio et de télévision de haute qualité qui attirent des auditoires très divers; de refléter les Canadiens et Canadiennes de l'ensemble du pays à eux-mêmes et aux autres; de diffuser une programmation dans les deux langues officielles d'un océan à l'autre; et, de façon très concrète, de constituer un lien qui renforce l'unité du pa

L'un des résultats de cette démarche est la diffusion transculturelle d'un plus grand nombre d'émissions su les chaînes française et anglaise de télévision. Par exemple, le réseau anglais de télévision a retransmis *Blanche*, *Shehaweh* et *Scoop*, toutes des émissions du [illegible] l'parallèlement, le réseau français de télévision a acheté au réseau anglais *The Road to Avonlea*, *North of 60* et des mini-séries comme *Conspiracy of Silence*. Les services radiophoniques de la SRC ont également participé à la diffusion transculturelle, notamment en échangeant des émissions journalistiques et des programmes sur les arts de la scène

Les initiatives relatives à la programmation, élaborées dans le cadre de la stratégie de repositionnement, ont également pour but de mieux desservir les auditoires de la SRC en offrant un service canadien qui est le point de rencontre des régions, des collectivités, des cultures et des langues du pays. Deux projets récents, l'un à Windso (Ontario) et l'autre à Saint-Jean (Nouveau-Brunswick) prouvent l'engagement de la Société à cet égard.

Depuis décembre 1990, date à laquelle la Société a cherché à régionaliser la formule des nouvelles de début de [illegible] CBET Windsor était devenu un bureau journalistique. Le projet concernant Windsor, qui a été approuvé par le conseil d'administration de la Société, permettra d rétablir la production de nouvelles locales dans cette ville en s'appuyant sur de nouvelles technologies et méthodes



# LA SRC ET LE PAYSAGE AUDIOVISUEL

Ici la fin de la décennie, les auditoires de la radio et de la télévision devraient être témoins de changements importants. Cette période offrira de nouvelles occasions exceptionnels aux radiodiffuseurs.

## TÉLÉVISION

L'expansion continue de l'univers des services de télévision, y compris l'octroi de licences aux nouvelles chaînes spécialisées, ne peut qu'exacerber le problème de la fragmentation des auditoires. Il n'est pas certain que l'univers tant annoncé des 200 chaînes se concrétisera, mais les moyens nécessaires à sa réalisation existent déjà grâce à la compression vidéo numérique (CVN) à fermes simples. La CVN permet la compression de plusieurs signaux de télévision dans l'espace occupé précédemment par un seul signal. Cette technologie peut s'appliquer à tous les modes de distribution de la télévision — câble, satellite et diverses techniques de transmission terrestre.

Par suite d'une longue audience publique sur la structure du système de radiotélévision canadien en février 1993, le Conseil de la radiodiffusion et des télécommunications canadiennes (CRTC) a mis en place un nouveau cadre de réglementation. Ce cadre vise à préserver l'équilibre entre le contenu canadien et la programmation étrangère, tout en offrant à l'industrie de la câblodistribution les instruments qui lui permettront de soutenir la concurrence des nouveaux services nationaux ou étrangers de radiodiffusion directe du satellite au foyer (SRD). Au même moment, le CRTC a lancé un appel d'offres pour de nouveaux services spécialisés canadiens et entendu les propositions de plus de 40 requérants au cours de quatre semaines d'audiences publiques au début de 1994. La SRC a déposé une demande soutenue d'installation d'une chaîne d'information continue en langue française, le Réseau de l'information, tout en s'associant à des partenaires privés pour présenter quatre autres projets — Festival, Headline, Chapiteau et Showcase. Le CRTC doit annoncer l'octroi des licences en juin 1994, en vue du lancement éventuel des nouveaux services en janvier 1995.

## RADIO

**Diffusion audionumérique** — La conversion à la radio numérique de la Société a progressé à grands pas en 1993, dans la foulée de l'étroite collaboration entre l'industrie et le gouvernement constatée en 1992. La Recherche sur la radio numérique (RRN), une entreprise conjointe de la SRC et de l'Association canadienne des radiodiffuseurs, a érigé des émetteurs numériques d'essai à Toronto et à Barrie, en Ontario, qui ont prouvé l'efficacité de la bande L pour la transmission hertzienne numérique. La RRN a ensuite ouvert les premières stations hertziennes numériques permanentes du Canada — une à Toronto, ainsi qu'un réseau mono-fréquence de trois émetteurs à Montréal.

L'ouverture de ces stations a coïncidé avec le deuxième Symposium international de la radiodiffusion sonore numérique, parrainé par la SRC, qui s'est déroulé en mars 1994 à Toronto. M. Michel Dupuy, ministre désigné du Patrimoine canadien, a saisi l'occasion pour annoncer qu'il acceptait les conclusions du rapport du Groupe de travail sur la mise en place de la radio numérique. Le Groupe de travail, vigoureusement soutenu par la SRC, a commencé ses travaux en 1992. Dans son rapport, il recommandait que la radio numérique remplace la modulation d'amplitude (AM) et la modulation de fréquence (FM), et que les stations lancent les transmissions numériques en 1995.

**Câblodistribution audionumérique** — La révolution numérique a également d'importantes incidences sur la distribution des services radiophoniques. La radio fait face à une situation comparable à celle de la télévision lorsqu'elle a subi l'impact de la fragmentation par suite de la disponibilité de nouveaux services distribués par câble.

De qualité nettement supérieure, des services audionumériques sont déjà distribués du satellite au câble aux États-Unis. Au Canada, le CRTC a accordé, l'an dernier, deux licences à ce genre de services. Toutefois, le



## RAPPORT DU PRÉSIDENT-DIRECTEUR GÉNÉRAL (suite)

3. **Le reflet de la société canadienne contemporaine.** Le Canada est en pleine évolution. La SRC a reflété ce changement, mais nous sommes encore loin du moment où la programmation de la SRC sera le miroir de la société canadienne dans son ensemble.

4. **Les échanges transculturels.** Au cours de la dernière année, la Télévision anglaise a diffusé plusieurs productions du réseau français, notamment *Blanche*, *Shehaweh* et *Scoop;* de son côté, la Télévision française a diffusé *North of 60* et *Northwood*. La Société devra toutefois susciter un plus grand nombre de projets conjoints en plus de miser sur le doublage d'émissions existantes.

5. **La commercialisation des émissions de la SRC.** La coentreprise qui assurera la transmission par satellite de Trio et de Newsworld International permet à la Société d'utiliser les nouvelles technologies pour offrir ses émissions sur le marché international. La Société pourrait en tirer des revenus importants.

   Par ailleurs, les ventes régulières d'émissions à d'autres radiodiffuseurs peuvent générer encore plus de revenus pour la Société et présenter d'autres avantages pour le Canada, comme en témoigne le regain du tourisme à l'Île-du-Prince-Édouard, par suite du succès de la série *Road to Avonlea* à la télévision japonaise. Du côté français, la carrière internationale de la série dramatique *Blanche* continue sur sa lancée. À la fin de l'exercice, la série avait déjà été vendue à dix pays.

6. **La transformation de la Société en une entreprise souple et rationalisée, apte à atteindre ses objectifs de programmation et à remplir son mandat.** Les contraintes budgétaires imposées depuis 1990 ont été une source constante de préoccupation pour mon prédécesseur. Les derniers engagements du gouvernement ont permis à la Société de se détourner quelque peu de sa survie pour se concentrer sur sa mission.

La Société devra néanmoins tout mettre en oeuvre, au cours des quatre prochaines années, pour combler le manque à gagner causé par la réduction de ses crédits parlementaires de plus de 400 millions de dollars tout en réalisant ses objectifs de programmation.

Cependant, si la SRC veut accroître le contenu canadien de ses émissions et réduire sa dépendance commerciale, elle devra faire preuve d'une très grande créativité financière et organisationnelle.

Cette démarche permettra à la Société de poursuivre l'amélioration de son efficacité, mais en conférant à cet objectif une dimension à plus long terme.

En terminant, j'aimerais souligner le travail de tous les employés de la SRC qui, dans un contexte très difficile, ont créé les perspectives d'avenir qui s'ouvrent à la Société. Je remercie sincèrement chacun d'entre eux.

En outre, je veux remercier deux collègues de façon particulière. Le premier est Gérard Veilleux, ex-président-directeur général de la Société, dont les efforts incessants pour aider la SRC à surmonter ses difficultés et à se préparer à affronter l'avenir ont ouvert la voie à notre réussite à long terme. Bon nombre d'initiatives importantes ont été instaurées durant son mandat. La conclusion d'alliances stratégiques avec des partenaires, aussi bien privés que publics, n'est qu'un exemple parmi tant d'autres. La valeur de ces alliances s'accroîtra au fil des ans. Une autre réalisation de grande portée, la promotion d'une collaboration plus étroite entre les services français et anglais, commence à porter fruit et revêt une importance considérable dans les circonstances actuelles.

Le deuxième est Patrick Watson, qui quittera la présidence du conseil d'administration le 30 juin 1994. Sous sa direction, le conseil d'administration s'est transformé pour devenir un instrument essentiel, chargé de définir les lignes directrices de la Société tout en maintenant un juste équilibre entre l'autonomie et la responsabilité. Au cours du mandat de Patrick Watson, le conseil d'administration a dû prendre bon nombre de décisions difficiles; ce fut également une période marquée par de grandes réalisations, au nombre desquelles il faut ranger le renforcement de la responsabilité journalistique.

Le président-directeur général



Anthony S. Manera



## APPORT DU PRÉSIDENT-DIRECTEUR GÉNÉRAL (suite)

BH Halifax, par exemple, est devenue la première ation canadienne à remporter le Prix Gabriel marquant ne réalisation exceptionnelle par une station de radio.

out aussi importante est l'appréciation des émissions la SRC par les auditoires canadiens.

n effet, la majorité des téléspectateurs de langue anglaise timent que la programmation de Radio-Canada est dif- rente de celle des autres diffuseurs, ce qui est conforme x objectifs de la Société. Selon ces téléspectateurs, la alité des émissions de la SRC est supérieure à celle de n premier concurrent privé dans les secteurs suivants : ouvelles nationales et internationales, documentaires et utres émissions d'affaires publiques, émissions jeunesse, ramatiques canadiennes et arts du spectacle.

ar ailleurs, l'image de la SRC à l'antenne et à l'écran démarque de plus en plus par son caractère stinctif, et la publicité croisée, qui se fait entre les édias, s'avère un outil des plus efficaces pour promou- oir la gamme des services de la SRC.

### es perspectives d'avenir

hacun de ces éléments—la programmation, les gens, financement et la technologie—permet à la Société e mieux planifier ses affaires et ses activités.

n conséquence, la Société a été en mesure d'atténuer s répercussions néfastes de l'incertitude budgétaire insuffler un vent d'optimisme dans ses activités et de e concentrer sur son objectif principal, qui est de don- r aux Canadiens une image d'eux-mêmes et de leur ays qu'ils ne peuvent trouver nulle part ailleurs.

ans une perspective à long terme, cette mission est lus importante que jamais. L'offre télévisuelle devient e plus en plus fragmentée et spécialisée. Le CRTC ent en outre d'octroyer de nouvelles licences de haines spécialisées.

'élargissement de la gamme d'options contribue à la ois à enrichir nos vies et à accroître le danger que la oix authentique du Canada se perde dans un paysage élévisuel de plus en plus encombré. La SRC est la eule entreprise de radiodiffusion qui vise essentielle- ent à préserver l'authenticité de cette voix.

Les réseaux de télévision privés de langue anglaise ont, pour des raisons commerciales très valables, trouvé leur créneau dans la diffusion d'émissions américaines à un auditoire canadien réceptif. Les émissions américaines sont beaucoup moins chères que la programmation d'origine canadienne et garantissent de vastes auditoires aux annonceurs.

Ces émissions contribuent toutefois très peu au partage d'une vision commune par l'ensemble des Canadiens ou au soutien des industries culturelles du pays.

Ce soutien est pourtant des plus importants. Les industries culturelles, quelle que soit leur forme, sont en voie de devenir un secteur clé de l'exportation canadienne. La SRC est un des moteurs de l'industrie de la production en ce qu'elle permet de lancer bon nombre de ses produits. Sans l'appui de la SRC, les producteurs canadiens ne pourraient soutenir la concurrence, tant au pays qu'à l'étranger, en raison de l'étroitesse de leur marché.

La qualité des produits canadiens ne fait aucun doute. Cependant, au fur et à mesure que le secteur privé s'accroît et se diversifie, et que de nouveaux créneaux apparaissent, il reviendra à la SRC de permettre aux Canadiens de continuer à produire leur propre vision d'eux-mêmes—sans quoi, il n'y aura aucune vision commune ni programmation canadienne distinctive susceptible d'être exportée.

### *Notre stratégie*

Notre démarche stratégique repose sur les fondements suivants :

1. **Le contenu canadien.** Il s'agit de l'objectif principal de la SRC. Je crois qu'au moins quatre-vingt-dix pour cent de la grille de nos réseaux de télévision devraient être de source canadienne. La Société poursuivra cet objectif en fonction des ressources et du potentiel créateur à sa disposition.

2. **Le reflet régional.** La SRC doit renforcer le reflet des Canadiens des diverses régions dans le contenu de ses émissions plutôt que par une présence physique. La technologie nous indique la voie à suivre; des impératifs économiques pourraient nous y contraindre; enfin, les auditoires le réclameront [illegible]



## RAPPORT DU PRÉSIDENT-DIRECTEUR GÉNÉRAL (suite)

### *La technologie*

En prévision des nouvelles technologies, notamment la radiodiffusion directe par satellite, la SRC a entrepris d'exploiter les possibilités de ces technologies en participant à des coentreprises avec le secteur privé pour lancer deux nouveaux services, Trio et Newsworld International, sur le marché américain. Ces entreprises devraient générer des [illegible]

La SRC a également obtenu l'autorisation de créer le Réseau de l'information (RDI), l'équivalent français tant attendu de la chaîne Newsworld. Cette initiative permettra à la Société de consolider sa position de leader dans le domaine de l'information sur le marché francophone, et de combler un besoin des plus pressants en offrant aux auditoires de langue française un service d'information 24 heures sur 24.

La Société a aussi préparé l'avènement de la radiodiffusion numérique au Canada, qui doit se produire d'ici deux ans. Ce nouveau système transformera radicalement le secteur canadien de la radio, publique et privée, en ce qui a trait au coût, à la qualité et à la réception. La Société est maintenant en mesure de planifier ses activités en fonction des immenses possibilités offertes par la radiodiffusion numérique.

### *La programmation*

Au cours du dernier exercice, Radio-Canada a pris les mesures nécessaires pour adapter davantage sa programmation aux goûts de l'auditoire. La Télévision française était déjà fortement engagée dans cette voie et, en 1993-1994, elle a procédé à un profond remaniement de sa grille, pour refléter davantage les goûts et les préférences des jeunes francophones. Ainsi, elle a renouvelé environ 33 pour cent de sa grille de jour et 38 pour cent de sa grille de grande écoute.

À la Télévision anglaise, il a été décidé, en fin d'exercice, de rétablir la présentation de *Prime Time News* à 22 h et les émissions de nouvelles régionales en fin de soirée, et de donner un nouvel essor aux activités de radiodiffusion régionales, y compris la mise en œuvre d'une expérience audacieuse—un projet conjoint des syndicats et de la direction qui repose à la fois sur l'u[illegible]sation de la diffusion numérique et un nouveau système de travail—dans le cadre des émissions de nouvelles locales à Windsor. Ces initiatives visaient, en partie, à répondre aux réactions des téléspectateurs par suite des changements apportés à la programmation au cou[illegible] des deux dernières années.

Même les déceptions les plus apparentes—la réaction défavorable au déplacement de *Prime Time News* dans la grille du soir en est un bon exemple—ne peuvent toutefois masquer la volonté réelle de la Société de co[illegible]cevoir une programmation télévisuelle distinctive. Il f[illegible] en outre noter que quatre Canadiens anglophones sur cinq continuent de regarder les émissions de la Télévision anglaise au moins une fois par semaine.

L'essor et la rentabilité de Newsworld comptent parmi les grands succès de la Société. Newsworld est en voie de devenir le service de premier choix des Canadiens lorsque survient un événement important, au Canada ou à l'étranger.

Règle générale, la grande qualité des services de la CBC/SRC est largement reconnue au Canada et à l'étranger.

Ainsi, outre les nombreuses récompenses qui lui ont été remises, la Télévision française est le premier diffuseur canadien à obtenir le prix le plus prestigieux du Festival de Banff pour le caractère exceptionnel de ses réalisation[illegible]

L'excellence de la Radio française a également été soulignée, notamment par l'Asian Broadcasting Union et l'Union européenne de radiodiffusion, et par les nombreux prix qui lui ont été décernés, dont le deuxième prix au Prix Monte Carlo, le Prix du journalisme d'enquête et le Grand Prix de journalisme de l'Association canadienne des journalistes.

La dernière année a également été excellente pour la Radio anglaise, qui a remporté trente et un prix, dont douze au Festival international de la radio de New York, quatre Gabriel, quatre de l'Association canadienne des journalistes et trois Juno. Plusieurs de ces prix ont récompensé des œuvres produites en région[illegible]



# Rapport du président-directeur général

cours de la dernière année, le système canadien de diodiffusion a subi des modifications profondes et is nombreuses qu'à tout autre moment depuis le ncement de la télévision au début des années 50. Société Radio-Canada a dû faire face non seulement x défis [illegible] des quelque 0 chaînes qui se dessine à l'horizon et par l'introduc- n imminente de la radiodiffusion numérique à la radio, is également à des défis particuliers au radiodiffuseur blic national du Canada



*Anthony S. Manera, [illegible] de la SRC.*

À cet égard, l'année a été marquée par les incertitudes budgétaires, une longue période d'attente avant la nomination d'un président-directeur général, la nécessité d'harmoniser la structure organisationnelle de l'entreprise aux technologies du nouveau paysage audiovisuel et le besoin pressant d'adapter sa programmation à ce nouveau paysage.

En temps normal, l'un ou l'autre de ces éléments aurait constitué à lui seul un défi de taille. Le fait de les affronter tous au cours d'une même année représente une tâche orme. Toutefois, en fin d'exercice, on pouvait malgré tout firmer que, pour la première fois depuis de nombreuses nées, la SRC avait réussi à envisager l'ensemble de ses tivités dans une perspective à long terme

### *e financement*

s engagements du gouvernement ont réduit le caractre imprévisible du financement de la Société, une estion qui a dominé ses préoccupations depuis le ébut des années 90. Ces engagements garantissent [illegible] Radio-Canada [illegible] les quatre prochaines années. De plus, la mise en application de la réduction de 100 millions de dollars des crédits parlementaires de la Société, qui devait s'échelonner sur une période de deux ans, à compter de 1995-1996, a été reportée à l'exercice 1996-1997. Le gouvernement s'est par ailleurs engagé à n'imposer aucune nouvelle compression au cours de cette période et à aider la Société à trouver de nouvelles sources de revenus, outre les fonds publics et les recettes publicitaires. Il a également accordé à la Société un pouvoir d'emprunt destiné à assouplir sa marge de manoeuvre financière.

Ces engagements ont levé le voile qui assombrissait l'avenir de la SRC. Sans ces changements, on aurait pu remettre en question la capacité de la Société d'honorer le mandat que lui confère la Loi. Maintenant, on ne peut plus douter de cette capacité.

### *Les gens*

À la suite de la démission de mon prédécesseur, M. Gérard Veilleux, et des trois mois pendant lesquels j'ai exercé, à la demande du conseil d'administration, les fonctions de président par intérim, le Premier ministre a confirmé, le 3 février 1994, ma nomination au poste de président-directeur général de la Société pour une période de cinq ans. Cette décision a permis la dotation de plusieurs postes à la haute direction, notamment la nomination de Michèle Fortin à la vice-présidence de la Télévision française et celle de Jim Byrd à la vice-présidence de la Télévision anglaise.

La création d'un milieu de travail dans lequel la haute direction, le personnel cadre et les employés entretiennent des rapports de confiance est un élément décisif qui permettra à la Société de se concentrer sur les perspectives à long terme plutôt que sur les problèmes du moment.

Radio-Canada a également allégé la structure de la haute direction en réduisant le nombre d'échelons. Ainsi, les vice-présidents relèvent désormais directement du président-directeur général, ce qui accélère le processus décisionnel et confère un caractère prioritaire à la [illegible]



## MESSAGE DU PRÉSIDENT DU CONSEIL (suite)

Le conseil approuve les [illegible] cent aux heures de grande écoute et atteint soixante-[illegible]. Pour la Société doit se fixer comme objectif une programmation presque entièrement canadienne, et conforme à son mandat. La télévision de la SRC ne doit insérer dans sa grille aucune émission qui, de l'avis des programmateurs, ne répond pas aux exigences du mandat. Aucune émission ne doit avoir pour objet de financer la réalisation d'émissions de prestige (ce pourquoi nous présentons actuellement la plupart des émissions américaines).

C'est un objectif ambitieux, mais c'est la raison d'être de la SRC. Si la Société ne met pas tout en oeuvre pour l'atteindre—et diminuer la part de publicité qui fausse les critères de sélection des émissions—elle n'accomplit pas la mission qui lui a été confiée par la population [illegible].

D'importantes sommes sont nécessaires pour relever ce double défi. Les ressources financières dont la Société a besoin pour y parvenir ont été considérablement réduites au cours des quatre dernières années, ce qui a grandement entravé ses efforts pour se tailler une place dans le nouveau paysage audiovisuel.

Comment alors y parvenir?

Les engagements du gouvernement ont dissipé l'incertitude dans laquelle se trouvait la SRC au sujet du financement des quatre prochaines années, mais n'assurent aucunement la réalisation de ces objectifs; ils fournissent cependant une assise stable qui permet à la SRC de mieux planifier ses activités. En outre, de nouvelles perspectives s'ouvrent pour la Société par suite de la promesse du gouvernement d'entamer, avec la SRC, un processus visant à trouver de nouvelles sources de revenus, afin que la Télévision anglaise de la SRC puisse devenir une véritable télévision publique.

Au moment de quitter mes collègues du conseil d'administration, je leur ai fait la recommandation suivante : «Gardez votre sang-froid!»

Je suis convaincu qu'ils sauront le garder. C'est d'ailleurs l'une des raisons qui m'autorisent à quitter mon poste en toute quiétude, si l'on peut dire. J'estime en effet, que le conseil d'administration est maintenant prêt à aborder la prochaine étape décisive : l'étape de la renaissance [illegible] à la Télévision anglaise.

Cependant, cette étape a une portée beaucoup plus étendue. La SRC doit pouvoir remplir, de façon autonome et responsable, en étroite collaboration avec ses publics, sa mission de radiodiffuseur public national dans ses aspects culturel, industriel et social, avec passion et clarté, de manière ouverte envers ses publics, en faisant preuve d'engagement et de souplesse.

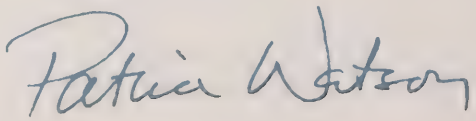
Le principe de la responsabilité—une initiative majeure des dernières années, qui comprend l'ombudsman, la formation des journalistes, la vice-présidence à la Responsabilité des médias—fait partie de cette démarche.

La collaboration accrue avec les autres radiodiffuseurs ainsi qu'avec les producteurs et distributeurs, aussi bien privés que publics, au Canada et à l'étranger, en fait également partie, comme le besoin pressant, pour la Société, de faire preuve d'un plus grand esprit d'entreprise.

Une partie de cette démarche consiste à intégrer dans nos activités la collectivité, tous ces gens (ou presque) qui, tels des gérants d'estrades, ont leur petite idée sur la façon de gérer la SRC.

L'objectif final : comme je l'ai répété dans presque tous les discours et entrevues que j'ai donnés au pays—que ce soit entre amis ou adversaires—l'objectif final est de renforcer ce prodigieux instrument d'expression, d'exploration et de célébration de l'identité canadienne, cette importante ressource démocratique, ce trésor national admiré (comme bon nombre de réalisations canadiennes) davantage à l'étranger qu'au pays. Il s'agit pour la SRC de consolider son oeuvre en imprégnant ses services de radio et de télévision d'un caractère distinctif, **afin que tous les Canadiens qui frappent à la porte de leur radiodiffuseur public se sentent, immédiatement et incontestablement, chez eux.**

Le président du conseil,



Patrick Watson



# Message du président du conseil

Avec la présentation du présent rapport se termine mon mandat à la présidence du conseil d'administration de la Société.



*Patrick Watson*
*président du conseil d'administration de la SRC.*

Il convient donc de considérer les activités de la Société dans une perspective à plus long terme que la période normalement couverte par le rapport annuel et d'envisager ce que l'avenir réserve à cet organisme radiotélévisuel en quelque sorte et, j'ose croire, le [illegible] d'un grand nombre de Canadiens.

Au cours de mon mandat, la Société a été remise en question comme jamais auparavant. La SRC porte encore les marques des compressions qu'il a fallu effectuer en 1990 quand son [illegible] a contribué à réduire le soutien dont la Société bénéficiait depuis longtemps dans les régions et, ironie du sort, au Parlement lui-même (ces compressions répondant en effet, dans une large mesure, aux voeux du gouvernement).

La SRC doit donc faire face aux répercussions de la diminution de son soutien traditionnel et des décisions qui la sous-tendent. C'est avant tout la Télévision anglaise qui est mise en cause. La Télévision française a toujours été vigoureuse et énergique. Malgré son fardeau publicitaire — une tare pour nos services de télévision — la Télévision française est un élément essentiel de l'espace francophone au Québec et dans les autres régions du Canada. Sa disparition est aussi inconcevable que l'assèchement du fleuve Saint-Laurent.

Quant aux services radiophoniques français et anglais de la SRC, je serais enclin à croire qu'ils n'ont jamais été meilleurs, à l'exception de « l'âge d'or » au cours duquel la radio a créé de grandes oeuvres dramatiques et de la Seconde Guerre mondiale, période pendant laquelle les correspondants de la SRC ont contribué à façonner l'identité du pays.

Les services de radio de la SRC sont perçus sans hésitation comme étant canadiens et orientés vers les objectifs de la radiodiffusion publique.

Le plus grand défi de la Société, c'est la Télévision [illegible].

En insérant dès le début des émissions américaines dans la grille de la Télévision anglaise sous prétexte que les téléspectateurs les réclamaient et ne pouvaient les regarder ailleurs, on a enclenché un processus de dépendance qui allait finir par compromettre le mandat de radiodiffuseur public de la SRC.

L'époque où la SRC constituait le seul service de télévision disponible est révolue. Dans les villages les plus éloignés de l'Arctique, les antennes paraboliques permettent aujourd'hui de capter un grand nombre d'émissions américaines. Le besoin initial ayant disparu depuis longtemps, [illegible] contribue aujourd'hui de faire partie du menu offert par la Télévision anglaise de la SRC.

À l'heure actuelle, où la question qui se pose n'est pas d'offrir un choix plus vaste, mais plutôt de composer avec la multiplicité des choix, la publicité et les émissions américaines constituent un obstacle qui empêche les Canadiens d'obtenir ce qu'ils sont en droit d'attendre de leur radiodiffuseur public.

Dans le nouveau paysage audiovisuel, aux options illimitées, la Télévision anglaise devra, si elle veut se démarquer auprès de son auditoire, à l'instar de la Radio anglaise ou encore de la Radio et de la Télévision françaises, se débarrasser de cet obstacle.

Pour y parvenir, la Télévision anglaise doit refléter les principes du mandat de la Société, qui sont d'offrir aux [illegible] des émissions populaires qui soient principalement canadiennes et qui [illegible] rassurer, informer et, parfois même, contrarier les Canadiens. Mais jamais, au grand jamais, doit-elle présenter des émissions à des fins purement commerciales — c'est la l'apanage des radiodiffuseurs privés.



# CONSEIL D'ADMINISTRATION SRC 1993-1994

[illegible] Watson
Président du conseil
[illegible]
(juin 1991 - octobre 1994)

[illegible]
[illegible]
Ottawa (Ontario)
(novembre 1989 - octobre 1994*)

Anthony S. Manera
[illegible]
Ottawa (Ontario)
(février 1994 - février 1999)

Gilles Boulet
Adjoint au président
Université du Québec
[illegible]
(juin 1990 - juin 1995)

John Crispo
[illegible]
Université de Toronto
[illegible]
(mars 1991 - mars 1994)

Michel Dovon
[illegible]
Gagné, Letarte Sirois & Ass.
[illegible]
(mars 1993 - mars 1998)

Don M.E. Hamilton
[illegible]
[illegible]
Vancouver (Colombie-Britannique)
(août 1992 - août 1995)

Nancy L. Juneau
[illegible]
[illegible] (Nouveau-Brunswick)
(juillet 1989 - août 1994)

Sandra Kolber
[illegible]
Westmount (Québec)
(juin 1990 - juin 1995)

Robert Kozminski
Avocat Hossmer d'affaires
Keystone Ford Sales Ltd.
Winnipeg (Manitoba)
(décembre 1991 - décembre 1994)

Thompson MacDonald
Président
Strategic Comm. Consultants Ltd
Calgary (Alberta)
(mars 1993 - mars 1998)

William H. Neville
Président du conseil
Hession, Neville & Associates
Ottawa (Ontario)
(décembre 1992 - décembre 1995)

Alain Paris, F.C.A.
Associé
KPMG
Ville Mont-Royal (Québec)
(mars 1992 - mars 1997)

Brian Peckford
Président
Peckford Consulting Ltd.
Qualicum Beach (Colombie-Britannique)
(décembre 1992 - décembre 1997)

W. Thomas R. Wilson
Avocat
Weir & Foulds
Toronto (Ontario)
(juin 1993 - juin 1998)

Glen Wright
Président
Wright Mogg & Associates
Waterloo (Ontario)
(août 1991 - août 1994)

* A démissionné le 1er novembre 1993

## COMITÉS DU CONSEIL

***Comité exécutif***
[illegible] Watson (président), Anthony Manera, Gilles Boulet, Michel Dovon, Robert Kozminski, William Neville, Alain Paris

***Comité de vérification***
Alain Paris (président), Robert Kozminski, Thompson MacDonald, William Neville, Brian Peckford, Thomas Wilson, Glen Wright

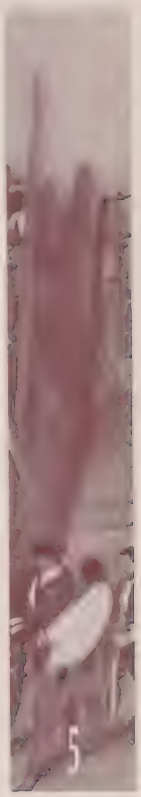
***Comité des finances et de la planification***
[illegible] (président), Anthony Manera, Thompson MacDonald, William Neville, Alain Paris, Brian Peckford, Thomas Wilson, Glen Wright

***Comité des communications***
[illegible], Don Hamilton (vice-présidente), Patrick Watson, Anthony Manera, Michel Dovon, Thompson MacDonald

***Comités permanents sur la radiodiffusion de langue française/de langue anglaise***
*Groupe de base :* Patrick Watson (président), Anthony Manera, Nancy Juneau, Sandra Kolber, William Neville;
[illegible] (Patrick Watson, président), Anthony Manera, Gilles Boulet, Michel Dovon, Nancy Juneau, Sandra Kolber, William Neville, Alain Paris;
[illegible] (Patrick Watson, président), Anthony Manera, John Crispo, Don Hamilton, Nancy Juneau, Sandra Kolber, William Neville, Brian Peckford

***Comité de mises en candidatures***
[illegible] (président), John Crispo, Nancy Juneau

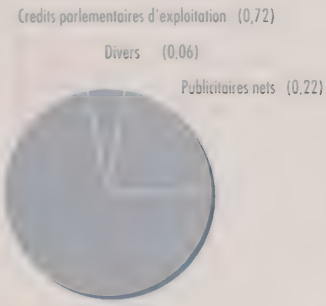
***Comité des ressources humaines***
[illegible], Glen Wright (vice-présidente), Patrick Watson, Anthony Manera, John Crispo, Sandra Kolber, Brian Peckford



## POINTS SAILLANTS FINANCIERS (suite)

### REVENUS

***Le dollar SRC 1993-1994 Revenus (1 $)***




| | 1994 | 1993 | Variation % | |
|---|---|---|---|---|
| | *(milliers de dollars)* | | | |
| **Crédits parlementaires d'exploitation** | 954 662 | 959 062 | **-0,5** | Les crédits parlementaires d'exploitation de 1993-1994 comprennent un virement de 8,7 millions de dollars provenant des crédits d'immobilisations. Le total des crédits parlementaires d'exploitation de 1992-1993 (959,1 millions) comprenait une aide ponctuelle de 40,6 millions accordée pour financer le manque à gagner de la Société. Au total, les crédits parlementaires d'exploitation ont régressé de 4,4 millions. |
| **Publicitaires nets** | 299 282 | 305 574 | **-2,1** | En 1993-1994, les revenus publicitaires nets ont diminué de 6,3 millions de dollars, surtout à cause de la réduction des auditoires par rapport aux projections et de la conjoncture économique difficile dans laquelle se trouve encore l'industrie de la publicité télévisée en général. |
| **Divers** | 75 128 | 67 265 | **11,7** | Les revenus divers ont augmenté de 7,9 millions de dollars, en raison principalement de la hausse des droits d'abonnement à CBC Newsworld. |

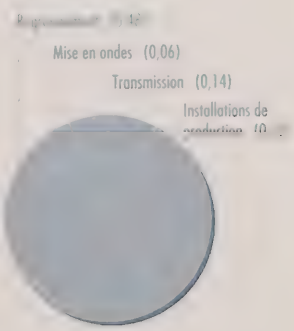
### IMMOBILISATIONS

[illegible] dépenses totales en immobilisations [illegible] millions [illegible] millions [illegible] millions. Cette diminution est liée à des réaménagements de crédits.

Les dépenses totales en immobilisations se répartissent comme suit :

- 63,8 millions ont été attribués au regroupement des installations, surtout dans le Centre canadien de radiodiffusion à Toronto ainsi qu'à Windsor.
- 43,2 millions sont attribuables aux installations de [illegible]
- 18,6 millions sont attribuables à la transmission.
- 7,7 millions sont attribuables à la mise en ondes, c'est-à-dire les installations utilisées jusqu'au point où un signal quitte la régie centrale.

***Le dollar SRC 1993-1994 Immobilisations (1 $)***



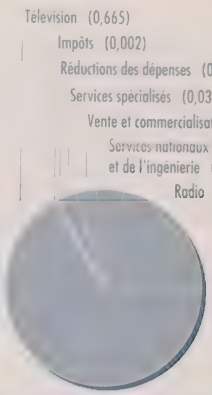


# POINTS SAILLANTS FINANCIER

## DÉPENSES D'EXPLOITATION

Pour l'exercice terminé le 31 mars 1994, les dépenses d'exploitation après impôts totalisaient 1 481,5 millions de dollars. Ce chiffre comprend la somme de 178,6 millions liée à des dépenses comme l'amortissement, qui ne nécessitent pas des fonds d'exploitation courants. Une fois combiné à des postes pour lesquels des dépenses totales de 24,7 millions ont été engagées au cours d'exercices précédents, le total des postes nécessitant des fonds d'exploitation s'établissait à 1 324,6 millions en 1993-1994, contre 1 309,9 millions l'année précédente, soit une augmentation de 14,7 millions (1,1 %).

***Le dollar SRC 1993-1994 Exploitation (1 $)***




| | 1994 | 1993 | Variation % | |
|---|---|---|---|---|
| | *(milliers de dollars)* | | | |
| **Services de télévision** | 985 336 | 942 680 | **4,5** | Les dépenses des services de télévision ont augmenté de 42,7 millions de dollars par suite d'une hausse de 46,7 millions dans les activités de programmation, qui a été partiellement annulée par une baisse de 4 millions dans les activités de distribution. Les dépenses nécessitant des fonds d'exploitation courants ont diminué de 11,9 millions pour s'établir à 862,8 millions. |
| **Services de radio** | 324 789 | 307 389 | **5,7** | Les dépenses totales d'exploitation pour les services de radio ont augmenté de 17,4 millions de dollars par rapport à l'exercice précédent. De façon plus détaillée, les dépenses ont progressé de 16,4 millions dans les activités de programmation et de 1 million dans les activités de distribution. Les dépenses nécessitant des fonds d'exploitation courants ont totalisé 282,1 millions, une baisse de 1,8 million par rapport à l'exercice précédent. |
| **Services nationaux de l'administration et de l'ingénierie** | 63 724 | 63 915 | **-0,3** | Les dépenses des services nationaux de l'administration et de l'ingénierie ont diminué de 0,2 million de dollars. Les activités nécessitant des fonds d'exploitation courants ont diminué de 3,7 millions, pour s'établir à 56,3 millions. |
| **Vente et commercialisation** | 48 699 | 47 580 | **2,4** | Les frais de vente et de commercialisation se sont accrus de 1,1 million de dollars. Les activités nécessitant des fonds d'exploitation courants ont totalisé 15,5 millions, une diminution de 1,0 million. |
| **Services spécialisés** | 46 854 | 33 401 | **40,3** | Les dépenses des services spécialisés ont augmenté de 13,4 millions de dollars. Cette hausse, essentiellement attribuable à CBC Newsworld, est compensée par une augmentation des revenus d'abonnement au câble de ce service. |
| **Programmes de réduction des dépenses** | 9 338 | 10 659 | **-12,4** | Les coûts des programmes de réduction des dépenses ont diminué de 1,3 million de dollars. |
| **Impôt sur le revenu et impôt des grandes sociétés** | 2 708 | 2 691 | **0,6** | L'impôt des grandes sociétés, qui s'établit à 2,7 millions de dollars, n'a pratiquement pas varié par rapport à l'exercice précédent. |
| **Postes nets ne nécessitant pas des fonds d'exploitation courants** | 155 194 | 96 677 | **60,5** | On constate une augmentation de 58,5 millions de dollars aux postes nets ne nécessitant pas de fonds d'exploitation courants. Les hausses qui ont été de 47,4 millions pour l'amortissement, de 34,8 millions pour la suspension de la cotisation patronale à la Caisse de retraite et de 7,1 millions pour les stocks d'émissions, ont été en partie annulées par des baisses de 4,7 millions des indemnités de cessation d'emploi et de vacances et de 4,4 millions de l'intérêt débiteur lié au prêt hypothécaire à paiements différés du Centre canadien de radiodiffusion. Les dépenses engagées au cours d'exercices précédents mais nécessitant des fonds d'exploitation courants s'élevaient à 21,7 millions. |
| **Excédent** | 21 987 | 19 169 | **14,7** | L'excédent pour 1993-1994 était de 2,8 millions de dollars. L'excédent accumulé prévu à la fin de l'exercice (22 millions) est reporté sur le prochain exercice en vue d'aider la Société à combler ses insuffisances de financement projetées. |



RINCIPAUX CENTRES DE PRODUCTION SRC
31 mars 1994




■ Television anglaise
■ Radio anglaise
▲ Television francaise
▲ Radio française
★ Television anglaise, langues autochtones
★ Radio anglaise/langues autochtones



# PROFIL DE LA SOCIÉTÉ

La Société Radio-Canada a été créée par une loi du Parlement le 2 novembre 1936, et est maintenant régie par la Loi sur la radiodiffusion de 1991.

La SRC est le radiodiffuseur public du Canada et elle est établie dans toutes les parties du pays. Elle est au service de toute la population canadienne dont elle doit refléter la diversité des attentes, des valeurs, des intérêts et des besoins. Elle produit, acquiert et [illegible] principalement canadienne en français, en anglais et dans un certain nombre d'autres langues, par l'entremise de ses services nationaux, régionaux et locaux de radio et de télévision et de divers [illegible] à l'échelle nationale et internationale.

## LA SRC A POUR MISSION . . .

- de renseigner, d'éclairer et de divertir des auditoires généraux et spécialisés;
- de contribuer au développement et au partage [illegible] indépendants nationaux;
- de refléter la diversité régionale et culturelle du Canada, entre autres, en présentant chaque région à elle-même et au reste du pays;
- de contribuer au développement de la culture et du talent au Canada;
- de présenter la réalité canadienne et mondiale telle que vue, perçue, analysée et imaginée par les Canadiens et les Canadiennes.

## LA SRC TIENT À PLUSIEURS VALEURS DONT . . .

le Canada, le service public, ses auditeurs et téléspectateurs, ses ressources humaines, la créativité, l'excellence, la diversité, l'intégrité, l'efficacité et la responsabilité.

## LA SRC DISTRIBUE SES ÉMISSIONS . . .

par l'intermédiaire d'une série de satellites Anik de Télésat. Alliés à un réseau d'ondes hertziennes et de lignes terrestres s'étendant sur 100 000 kilomètres, ces satellites alimentent 85 stations de radio et de télévision SRC, 1 154 réémetteurs SRC, 34 stations privées affiliées et 263 réémetteurs affiliés ou communautaires.



# TABLE DES MATIÈRES

pport annuel de la Société Radio-Canada pour l'exercice financier se terminant le 31 mars 1994, conformément aux positions de la Loi sur la radiodiffusion, Partie III, article 71.


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EN PAGE COUVERTURE
Extraits du plus récent film d'animation de Frédéric Back, *Le Fleuve aux grandes eaux*.

Ce film, mis en nomination aux Oscars, a remporté le premier prix du Festival international du film d'animation d'Annecy et a été choisi meilleur film d'animation de 1993 par le Los Angeles Critics Award.


**PHOTOS**
Archives CBC/SRC, Gail Harvey, Sujee Quon, Greg Teckles, Michel Tessier

**ISSN**
[illegible]

**CONCEPTION**
Accurate Design & Communication Inc.

**MISE EN PAGE**
Reprographie, siège social SRC

**PUBLICATION / DISTRIBUTION**
Communications et Affaires publiques
[illegible]
C.P. 8478
1500, avenue Bronson
Ottawa (Ontario) K1G 3J5
(613) 738-6778


[illegible] l'égalité [illegible] dans ce document désigne tant les femmes que les hommes.



Le 30 juin 1994

L'honorable Michel Dupuy, C.P., député
Ministre désigné du Patrimoine canadien
Ottawa (Ontario)

Monsieur le Ministre,

Conformément aux dispositions de l'article 71, Partie III, de la Loi sur la radiodiffusion, j'ai l'honneur de vous présenter le Rapport annuel de la Société Radio-Canada pour l'exercice terminé le 31 mars 1994.

Je vous prie d'agréer, Monsieur le Ministre, l'assurance de ma haute considération.

Le président-directeur général

Anthony S. Manera

# RAPPORT ANNUEL

1993-1994





CBC SRC

Government Publications

CA1
BC
-A55

...is the NATIONAL PUBLIC BROADCASTER.
...ld provide radio and television
services incorporating a wide range of
programming that informs,
enlightens and entertains.

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CBC SRC

ANNUAL REPORT 1994-1995

...he programming provided by the Corporation
...should be predominantly and distinctly
...mmediately reflect Canada and its regions to national
...d regional audiences, actively contribute to the flow
...nd exchange of cultural expression in English
and French, contribute to shared national
...nsciousness and identity, reflect the multicultural
and multiracial nature of Canada...

*June 30, 1995*

*The Honourable Michel Dupuy, P.C., M.P.*
*Minister of Canadian Heritage*
*Ottawa, Ontario*

*Dear Mr. Dupuy,*

*In accordance with Section 71, Part III, of the Broadcasting Act, we submit herewith the Annual Report of the Canadian Broadcasting Corporation for the fiscal year ended March 31, 1995.*

*Sincerely,*

*Guylaine Saucier, C. M., F.C.A.*
*Chairwoman*
*Board of Directors*

*Perrin Beatty, P. C.*
*President and*
*Chief Executive Officer*

*June 30, 1995*

*The Honourable Art Eggleton, P.C., M.P.*
*President of the Treasury Board*
*Ottawa, Ontario*

*Dear Mr. Eggleton,*

*In accordance with Section 71, Part III, of the Broadcasting Act, we submit herewith the Annual Report of the Canadian Broadcasting Corporation for the fiscal year ended March 31, 1995.*

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*Chairwoman*
*Board of Directors*

*Perrin Beatty, P. C.*
*President and*
*Chief Executive Officer*

**Cover page**

Extracts of the Canadian Broadcasting Corporation's mandate as spelled out in the Broadcasting Act.

**Photos**

CBC/SRC Archives, Doug Curran, Brooke Palmer, Greg Teckels

**ISSN**

0708-9392

**Design**

Accurate Design & Communication Inc.

**Layout**

CBC Head Office Reprographics

**Publication and Distribution**

Communications and Public Affairs
Canadian Broadcasting Corporation
P.O. Box 8478
1500 Bronson Avenue
Ottawa, Ontario K1G 3J5
(613) 738-6778

*Aussi publié en version française*

# CORPORATE PROFILE

The Canadian Broadcasting Corporation was created by an Act of Parliament on November 2, 1936 and now operates under the 1991 Broadcasting Act.

The CBC is Canada's national public broadcasting service, rooted in all parts of the country. It exists for the benefit of all Canadians, recognizing their diversity of expectations, values, interests and needs. It produces, procures and distributes primarily Canadian programming, in English, French and a number of other languages, through its national, regional and local radio and television services, and various domestic and international specialty services.

## THE MISSION OF THE CBC . . .

- to inform, entertain and enlighten both general and specialized audiences;
- to contribute to the development of a shared national consciousness and identity;
- to reflect the regional and cultural diversity of Canada, by, among other things, presenting every region to itself and to the rest of the country;
- to contribute to the development of Canadian talent and culture; and
- to reflect the changing realities of the Canadian experience and of the world in which we live, as seen by Canadian eyes, heard by Canadian ears, investigated by Canadian minds and explored by Canadian imaginations.

## THE CBC VALUES . . .

Canada, public service, its listeners and viewers, its human resources, creativity, excellence, diversity, integrity, efficiency and accountability.

## CBC PROGRAMS ARE DISTRIBUTED...

through Telesat's Anik series of satellites. The satellites are used in combination with 100,000 kilometers of microwave and landline, feeding 88 CBC owned stations, 1,159 CBC rebroadcasters, an additional 33 private affiliated stations and 292 affiliated or community owned rebroadcasters and stations.

# Operational Highlights

## Program Services

### ENGLISH TELEVISION

- The network's major daily newscast, *CBC Prime Time News*, was moved one hour later.
- Children and youth programming was increased by five hours per week.
- Three major entertainment series were successfully replaced with new Canadian programs.
- Regional late night newscasts were restored across the country.
- Local supper-hour newscasts returned to Windsor after nearly four years off the air.
- A new CBC owned and operated station was opened in New Brunswick.

### FRENCH TELEVISION

- The first French-language all-news network in North America, Le Réseau de l'information, was launched on January 1, 1995.
- The weekly comedy series *La Petite Vie* broke audience records with 4 million viewers.
- The network was awarded the prestigious CanWest Global prize for safeguarding Francophone culture in North America.
- 31% of the regular season schedule was replaced with new programs.
- Youth programming was increased.
- Regional stations produced six new weekly programs.

### ENGLISH RADIO

- The weekend schedules on both CBC Radio and CBC Stereo were redesigned.
- Half-hour newscasts were introduced on Saturday and Sunday.
- Regional stations improved the journalism, presentation and audience service on their local morning shows.
- A new form of radio production, Desktop Radio, was introduced.

### FRENCH RADIO

- FM Stereo underwent a major restructuring and a number of programming changes.
- Sixteen production centres pooled their ideas for new and original program content.
- Three-hour Sunday morning regional programs were developed.
- Spring 1995 audiences were the highest in the past four years.

### SPECIALTY SERVICES

- CBC Newsworld launched two new programs and extended *The National* to seven days a week.
- The new French-language all-news channel, Le Réseau de l'information, drew over 2 million viewers a week and was available in more than 5 million Canadian households.

### EXTERNAL ACTIVITIES

- CBC French and English programs won some 300 national and international awards.

### ENGINEERING AND DISTRIBUTION

- New stereo transmitters were implemented: one for French Stereo in Sherbrooke, Quebec, and one for English Stereo in Charlottetown, Prince Edward Island.
- Engineering made further important contributions to the development of Digital Radio.

## Corporate Matters

### REGULATORY AND BUSINESS AFFAIRS

- The CRTC renewed all of the individual CBC French and English radio licences for a full seven-year term without holding public hearings.
- The CRTC renewed the French and English television network licences for a period of five years.
- CBC, in partnership with Power Broadcasting Inc., launched two new specialty channels to the United States, TRIO and Newsworld International.

### MANAGEMENT AND STAFF

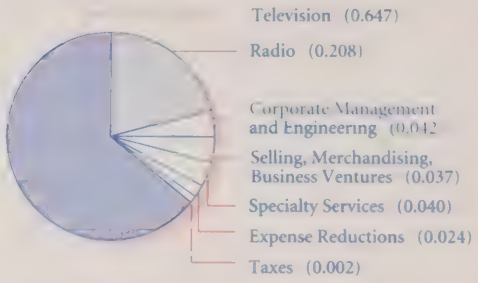
- The Corporation undertook an in-depth review of its operations.
- New management practices were introduced.
- CBC and the newly-created English file bargaining units took a new approach to negotiations.
- The CLRB pursued its study of the French file bargaining units.
- The Corporation maintained its commitment to training.
- CBC received a certificate of merit for its promotion of Employment Equity.

# FINANCIAL HIGHLIGHTS

## OPERATING

For the year ended March 31, 1995, the total operating expense after taxes was $1,556.3 million which includes an amount of $210.1 million relating to expenditures, such as amortization, which do not require current operating funds. When combined with $40.4 million for items, such as accrual mortgage interest and employee termination benefits which were expensed but not charged against operating funds in previous years, the total items requiring operating funds were $1,386.6 million in 1994-95 as compared to $1,324.6 million the previous year for an increase of $62.0 million. This increase relates primarily to items included in the downsizing and expense reduction programs which require current operating funds, increases in television program activities partially offset by a reduction in program inventories, increases in specialty services offset by incremental revenues and business ventures which were offset by increased program sales.

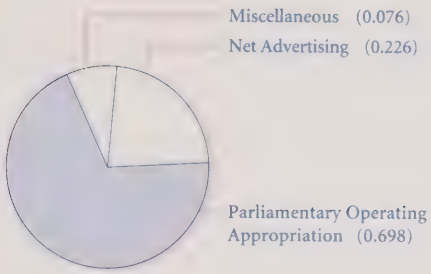
### CORPORATE DOLLAR 1994-95 OPERATING ($1.00)




| | 1995 | 1994 | Change | |
|---|---|---|---|---|
| | *(thousands of dollars)* | | % | |
| Television services | 1,006,987 | 985,336 | 2.2 | Television services expenses increased by $21.7 million resulting from an increase of $26.8 million in program activities, offset by a decrease of $5.1 million in distribution activities. Expenses requiring current operating funds decreased by $0.5 million to $858.2 million. |
| Radio services | 323,853 | 324,789 | (0.3) | Total operating expenses for radio services decreased by $1.0 million from the previous year. Program activities decreased by $0.9 million and distribution activities decreased by $0.1 million. Expenses requiring current operating funds totalled $281.0 million, an increase of $0.2 million from the previous year. |
| Corporate management and engineering services | 65,187 | 63,724 | 2.3 | Corporate management and engineering services expenditures increased by $1.5 million. The increase relates to the write down of Bramalea shares to their net realizable value and is an item not requiring current operating funds. Activities requiring current operating funds increased by $0.3 million to $56.3 million. |
| Selling, merchandising and business ventures | 57,263 | 48,699 | 17.6 | Selling, merchandising and business ventures expenses increased by $8.6 million. Activities requiring current operating funds increased by $9.6 million to $54.9 million. These increased expenditures relate to various business ventures undertaken by the Corporation and are offset by increased revenues. |
| Specialty services | 63,087 | 46,854 | 34.6 | Specialty services expenditures increased by $16.2 million and relate primarily to CBC Newsworld and the introduction of Le Réseau de l'information, which offset these increased expenditures with incremental cable subscription and advertising revenues. |
| Downsizing and expense reduction programs | 37,274 | 9,338 | 299.2 | Downsizing and expense reduction programs increased $27.9 million due to the initiative taken by the Corporation to address the initial reduction in Parliamentary Appropriations announced by the Government in its February 1995 Budget. |
| Income and large corporation taxes | 2,656 | 2,708 | (1.9) | Large corporations tax of $2.7 million is virtually unchanged from last year. |
| Net items not requiring current operating funds | 172,086 | 155,194 | 10.9 | Net items not requiring current operating funds increased by $16.9 million. Items related to current year operations increased $29.4 million, primarily due to the change in program inventories for $18.9 million, deferred pension expense for $4.2 million and miscellaneous other net items for $6.3 million. These were offset by an increase of $12.5 million in items, such as accrual mortgage interest and employee termination benefits, expensed in previous years but requiring current operating funds. |
| Surplus | 356 | 21,987 | (98.4) | Expenditures related to the downsizing and expense reduction programs were the primary reason for the Corporation's current year deficit of $21.6 million which, when combined with the previous year's surplus of $22.0 million, provides for a surplus carry forward of $0.4 million. |

## Income

### Corporate Dollar 1994-95
### Income ($1.00)




| | 1995 | 1994 | Change | |
|---|---|---|---|---|
| | *(thousands of dollars)* | | *%* | |
| Parliamentary operating appropriations | 951,358 | 954,662 | (0.3) | The 1994-95 Parliamentary operating appropriations totalled $951.3 million, a decrease of $3.4 million or 0.3% from the previous year's total of $954.7 million. |
| Net advertising | 307,871 | 299,282 | 2.9 | Net advertising revenue for 1994-95 increased $8.6 million primarily attributable to a slight general recovery in the television advertising industry. |
| Miscellaneous | 103,361 | 75,128 | 37.7 | Miscellaneous revenue increased by $28.3 million primarily attributed to increased cable subscription fees due to the introduction of Le Réseau de l'information, increased subscribers to CBC Newsworld, program sales, production services, and interest on short-term investments. |

## Capital

The Corporation's capital expenditures for the year totalled $144.4 million which were $11.1 million greater than the previous year's total of $133.3 million. The increase relates to appropriation realignments.

Of the total expense:

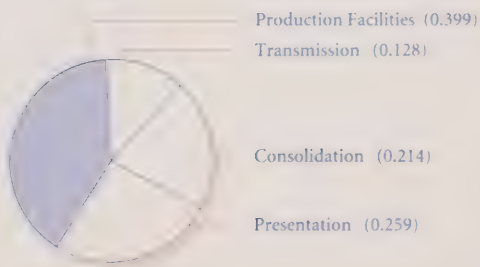
1) $30.9 million was attributed to the consolidation of facilities almost all of which relates to the Canadian Broadcasting Centre in Toronto and the Windsor plant.

2) $57.6 million was attributed to production facilities and includes all equipment used predominantly in the production of programs.

3) $18.5 million was attributed to transmission.

4) $37.4 million was attributed to presentation areas, facilities which are utilized up to the point where the signal leaves the master control.

### Corporate Dollar 1994-95
### Capital ($1.00)



# BOARD OF DIRECTORS 1994-1995

The Board of Directors is responsible for the management of the Corporation. Directors serve on one or more of the Board's committees.

**Guylaine Saucier, C.M., F.C.A.**
Chairwoman
Montreal, Quebec
(April 1, 1995 - March 31, 1998)

**Hon. Perrin Beatty, P.C.**
President and CEO
Fergus, Ontario
(April 1, 1995 - March 31, 1999)

**Patrick Watson**
Chairman
Toronto, Ontario
(June 1991 - October 1994*)
1+, 4, 5+, 6+, 7

**Anthony S. Manera**
President and CEO
Ottawa, Ontario
(February 1994 - February 1999**)
1, 3, 4, 5, 7
Chairman
(July 1994 - March 1995)
1+, 4, 5+, 6+, 7

**Gilles Boulet**
Assistant to the President
Université du Québec
Sainte-Foy, Quebec
(June 1990 - June 1995***)

**Michel Doyon**
Lawyer
Gagné, Letarte, Sirois, Beaudet et Associés
Sainte-Foy, Quebec
(March 1993 - March 1998)
1, 2, 3, 5

**Don M.E. Hamilton**
President
General Communications Corporation Ltd.
North Vancouver, British Columbia
(August 1992 - August 1995)
1++, 7

**Nancy L. Juneau**
Consultant
Shippagan, New Brunswick
(August 1989 - August 1994 ****)
4, 5, 6, 7

**Sandra Kolber,C.M.**
Writer, Film Consultant
Westmount, Quebec
(June 1990 - June 1995)
4, 5

**Robert Kozminski**
President and CEO
Keystone Ford Sales Ltd.
Winnipeg, Manitoba
(December 1991 - December 1994****)
1, 2, 3+

**Thompson MacDonald**
President
Strategic Communications Consultants Ltd.
Calgary, Alberta
(March 1993 - March 1998)
2, 3, 4, 5

**William H. Neville**
Chairman
Hession, Neville and Associates
Rockcliffe, Ontario
(December 1992 - December 1995)
1, 2, 3, 5

**Alain Paris, F.C.A.**
Vice-President
Poissant Thibault - Peat Marwick Thorne
Ville Mont-Royal, Quebec
(March 1992 - March 1997)
1, 2+, 3, 5

**Hon. Brian Peckford**
President
Peckford Consulting Ltd.
Qualicum Beach, British Columbia
(December 1992 - December 1997)
2, 3, 5, 7

**W. Thomas R. Wilson**
Lawyer
Weir & Foulds Barristers & Solicitors
Toronto, Ontario
(June 1993 - June 1998)
2, 3, 5, 6, 7

**Glen Wright**
President
Wright Mogg & Associates
Waterloo, Ontario
(August 1991 - August 1994****)
1, 7+

* Resigned June 30, 1994
** Resigned March 31, 1995
*** Resigned February 24, 1995
**** Remains on the Board until a replacement is appointed

## Committees

1 Executive Committee
2 Audit Committee
3 Finance and Planning Committee
4 Communications Committee
5 Standing Committees on English and French Language Broadcasting
6 Nominating Committee
7 Human Resource Policy Committee
\+ Committee Chair
++ Special Advisor

# CHAIRWOMAN'S MESSAGE



Guylaine Saucier

One cannot deny the obvious sense of transition that marks this year of study, analysis and review at the CBC. A promise of change is everywhere, change that is being shaped by more than the dramatic reductions in our federal appropriation. Just as surely, the emerging strength of Canada's film and television industry and the demands of a rapidly growing broadcast environment will remain powerful influences on the course toward our future.

As they have in the past, the principles of public service that remain fundamental to public broadcasting will underpin our efforts and guide the Corporation in its search for new direction. Such principles become the strength of our inquiry and, in most important ways, the substance of our value to Canadians everywhere.

Guidance of a similar sort is offered to the Corporation by its Board of Directors. For me, as the newly appointed Chair of the Board, such guidance is rooted in legislated principles and standards of performance. But it emerges from a collective wisdom, drawn from broad experiences that are made common by shared values and reflected in a unique service to Canadians.

Just as Corporation management looks to the Board for guidance and confirmation, so does the Board look to management for diligence and the determined pursuit of excellence. In this respect, each has something to give to the other and, within that, both provide a service to Canadians. Shaping a worthy response to the challenges before us will require that we make that relationship stronger and more meaningful as we move to secure a place for Canadian public broadcasting in the broadcast landscape of the future.

The way ahead will not be easy but the course is not completely uncharted. Corporations and governments alike are having to rethink their direction, invariably in terms that relate to cost, often in terms that relate to philosophy. In many circumstances, solutions have been found within reduced expectations, something that the CBC may well have to contemplate in the face of the work being undertaken by the Canadian Heritage Minister's Mandate Review Committee.

Whatever the outcome of that Committee's deliberations or of the impact of recommendations stemming from the Report of the Standing Committee on Canadian Heritage, or of our own self-examination, the CBC will remain at the forefront of Canadian cultural expression, giving artists, performers, writers and broadcasters an opportunity to define the Canadian experience from their own unique perspective.

And that is the role of public broadcasting: at once to offer a program alternative in the multi-channel universe and to offer a voice of Canadian self-expression; to offer the distinction of program quality, measured by excellence and drawn with sight lines described only by the regions of one of the largest countries in the world.



Guylaine Saucier, C.M., F.C.A.
Chairwoman

# PRESIDENT AND CEO'S MESSAGE

It has been said that all Canadians have two jobs—their own and running the CBC. If this be so, as I take my post as President and CEO, I join the company of 28 million other presidents, all with strong ideas about how this place should be run.



Perrin Beatty

When the Prime Minister asked me to accept this post, it was clear that to have any real impact, the president of this corporation would have to make a great number of tough decisions in a very short space of time. I am ready to do that. I have a profound conviction that the CBC is one of the central institutions on which our national strength depends. I took this job because I want to do whatever I can to ensure that national public broadcasting survives the turmoil of the coming years.

Nothing can be taken for granted. The survival of the CBC, like the survival of any Canadian business, agency or even government department, depends entirely upon its ability to prove its value to those who must pay for it.

I have spent twenty years insisting that the individual Canadian has a right to a voice. Canadian citizens are our shareholders and those shareholders have a right to know what we think our immediate priorities are. I think they are obvious.

The first priority is to agree on the lay of the land. We are only one broadcaster in a multi-channel environment and competition is ferocious. In a 500-channel universe, it pays to keep your mission in clear focus.

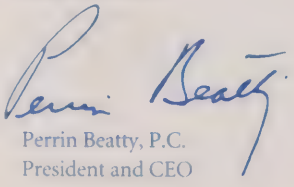
The second is to get our finances in order. Money is tight now and will remain so for the foreseeable future. The message is clear—do everything with less.

The third priority is to examine how we do what we do through a comprehensive internal review of our operations. We are studying how we produce our programs, how we market them and how we distribute our signals across the country and beyond. Nothing except our obligation to our audiences is sacred. We're going to be making changes.

Our fourth and final priority is to identify new opportunities and take advantage of them. There is a whole spectrum of possible new business at which this Corporation could excel. Beyond production and sale of programs, the CBC has a wealth of in-house capabilities that could be generating revenue, and helping us produce more Canadian programming. We're going to capitalize on those.

Canadians admire and value the CBC. People who come here from abroad are amazed by it. Canadians living overseas long for it. It is left to us to sustain it. But the pressures of economy leave no room for luxury. To survive, we must demonstrate to every Canadian citizen that which we strongly believe.

We believe that having Canadian stories in Canadian homes is fundamental both to our understanding of ourselves as a nation and to our tolerance for each other as citizens in a single land. We believe that national public broadcasting offers a powerful voice for groups whose issues are of critical and abiding importance, including those whose numbers will never attract the attention of commercial broadcasters. And finally we believe that, with a combination of vision and determination, we can reshape the CBC to offer our country the excellence it requires at a cost it can bear.



Perrin Beatty, P.C.
President and CEO

# REPORT FROM THE PAST CHAIRMAN, PRESIDENT AND CEO

With this report, I take my leave of the CBC. It is a national institution whose purposes I continue to share, whose role in binding this country together in all its diversity is much underestimated, and whose people I have come to deeply respect for their skill, their creativity and their courage.



Anthony S. Manera

This, then, brings to an end more than a decade spent with the CBC, the last 17 months as President and Chief Executive Officer and the last nine months as Chairman of the Board.

My decade with the Corporation has been one of immense personal satisfaction but of increasing pressure on the CBC itself, a decade in which adaptation and ingenuity became a way of life.

Technologies have changed and converged. New competition has arisen, from broadcast networks to cable specialty channels to direct-to-home satellite services. Audiences everywhere have become even more fragmented as new choices compete for the time they spend watching television or listening to radio.

Money, whether from public sources, advertising or program sales, has been more difficult to come by.

In real terms, in fact, the CBC has fewer resources to do its job in the mid-nineties than it had in the mid-eighties.

What is not so well known is the magnificent performance of the CBC and its people in not only adapting to these pressures but preserving for Canadians the essence of public broadcasting, which is what they can see and hear in their homes and offices, cars, boats and cottages.

More than preserving it, in fact, the CBC and its people expanded it, adding essential new services even while resources were contracting.

What is particularly gratifying is that, amid all the pressures of a broadcast universe in change, the CBC continued to produce programs recognized for their excellence both at home and abroad. Over the last two years, our programs have won more than 500 national and international awards. Following are a few significant examples.

Competing with most of the world's major broadcasters, English Television, through *CBC Prime Time News,* won a coveted Nymphe d'Or award for news reporting at the Monte Carlo International Television Festival.

French Television was awarded the Grand Prize at Hiroshima '94—the 5th International Animation Festival in Japan—for Frédéric Back's highly acclaimed film *Le Fleuve aux grandes eaux.*

English Radio won at least three Gabriel Awards and two awards for investigative reporting from the Canadian Association of Journalists.

French Radio received an award for current affairs reporting from the Canadian Association of Journalists and an award from L'Ordre des psychologues du Québec for one of its youth programs.

It is equally gratifying that we continued to build for the future.

We launched Le Réseau de l'information (RDI) as the French language counterpart to CBC Newsworld, the eminently successful cable news channel we brought to the screen six years ago.

We launched Canada's first international direct-to-home satellite channels in the U.S.—TRIO and Newsworld International—targeted at both displaying Canadian programs to Americans and creating a market for Canadian production. Not only CBC production, by the way, but the programs of private Canadian networks and production companies.

We opened an English television station in New Brunswick, completing at long last the CBC's extension of English Television from sea to sea.

We restored local news broadcasts to the Windsor area on a totally new basis. New technologies, new attitudes and a willingness by the CBC's unions to adapt and

*Report from the Past Chairman, President and CEO (cont'd)*

experiment, allowed us to create local news programming that, through sheer excitement, has not only restored our traditional place in the Windsor market but also attracted world wide attention.

The CBC's unions have become partners in innovation. They represent a potential source of immense strength that can benefit the Corporation in many ways.

The Windsor experiment is a measure of just how far we have come on so many fronts in a decade, and how well prepared the CBC is for the new broadcasting universe.

And as these innovations were under way, we were also taking the lead in preparing Canada for the advent of digital audio.

As digital audio is rolled out in the coming years, it will fundamentally transform Canadian radio, improving it dramatically in quality, mobility and the range of its uses, even as significant cost savings become possible.

At the same time, we made significant efforts to improve our audience relations and to improve our public accountability, to the point where the CBC annual report was among six finalists for the Auditor General's prize for best annual report from crown corporations.

We achieved all of these advances in the last year while the fundamental task of rethinking completely how the CBC can adapt to reduced budgetary levels was consuming our time and best talent.

That rethinking process resulted in the development of a strategic plan that would have adjusted our structures and services to the funding constraints we were aware of at that time. The essence of the plan was that, with a creative approach to the challenges, we would deliver more public service with less public funding. The plan also assumed the government's assistance in finding some relief through the identification of alternative revenue sources.

The further funding reductions announced in the federal budget of February 27, together with the decision to review the CBC's public service mandate, significantly changed the Corporation's planning environment.

But the capacity for innovative thinking and the willingness to make tough decisions demonstrated by the plan presented in the fall of 1994 remain a matter of record.

In all of this, the continuing support of the Board of Directors was essential, initially through Patrick Watson as Chairman of the Board, and subsequently through Bill Neville in his role as Chairman of the Executive Committee of the Board.

We negotiated new Hockey Night in Canada agreements, adapted our English Television schedule not only by returning *CBC Prime Time News* to 10 p.m. but by ensuring that on hockey nights viewers could find it on Newsworld. We competed for and won the Canadian rights to broadcast the Atlanta Olympic Games. We were able to re-establish local late night newscasts.

And through the efforts of Donna Logan, the CBC's Vice-President for Media Accountability, and our English and French language ombudsmen, Bill Morgan and Mario Cardinal, we demonstrated emphatically our willingness to publicly account for what we put on the air.

Through all of these efforts, and particularly the efforts of producers, journalists, technicians—all those who put quality on the air—we stabilized our audience share in English Television, a significant problem in previous years. We did this despite new specialty channels and the effects of the hockey and baseball labour disputes on schedules and audiences.

The future is obviously uncertain. But the people who make the CBC are dedicated and capable as ever to face the challenges lying ahead.

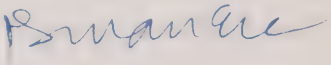
What is needed is evidence of a real commitment on the part of government to public broadcasting as essential to a healthy, viable Canadian broadcasting system, a system capable of being more than a repeater service for American programming.

Since 1936, that commitment has been at the heart of Canadian broadcasting policy and legislation, and for good reason. Canadian programming would be swamped without it.

If that commitment is not there, then the most Herculean efforts to adapt the CBC to new fiscal, technical and competitive pressures will not suffice.

But, if that commitment is there, then the national institution I now leave—with pride for what it has done but with concern for what its future might allow it to be—will be there for all Canadians when they need it.

And need it we will, more than we now may know.



Anthony S. Manera
Chairman, President and CEO

*Anthony S. Manera was President and CEO of the Canadian Broadcasting Corporation from February 1994 to March 1995, and Chairman of the Board from July 1994 to March 1995.*

# CBC AND THE BROADCASTING ENVIRONMENT

## Sources of Funding

### BUDGET CUTS AND LONG-TERM FUNDING

For many years, the CBC has sought to plan and manage its operations on the basis of stable five-year funding.

Last year, the government committed itself to make every effort possible to comply with this request. Furthermore, it acknowledged that the CBC would be bound only by the budget cuts required by the previous government.

However, the financial crisis affecting the entire country and the scale of the deficit forced the current government not only to maintain the earlier budget reductions but also to increase them by 4% for this year.

The cumulative effect of these cuts will have a profound impact on the CBC's ability to fulfil its mandate, as required by the Broadcasting Act and the CRTC.

## Canadian Policy on Broadcasting

### REVIEW OF CBC MANDATE

In the fall of 1994, the CBC made a submission to the Standing Committee on Canadian Heritage in the context of a mandate review proposed by the new Liberal government.

This submission, entitled "A New Commitment," outlined the CBC's vision of the role it proposes to play in the lives of Canadians as a public broadcasting service in the multi-channel universe of the future. As of March 31, the Heritage Committee had not yet tabled its report.

When the government delivered its budget on February 27, it revealed its intention to conduct a combined review of the mandates of Telefilm, the National Film Board and the CBC. A new three-member committee was to be placed in charge of the review.

The report by the Standing Committee on Canadian Heritage will serve as a base for the new committee. The recommendations made by the two committees will clarify the government's perspectives and expectations with regard to the CBC.

### THE BROADCASTING ENVIRONMENT AND THE INFORMATION HIGHWAY

The year 1994-95 witnessed a remarkable increase of interest in the information highway. Numerous committee meetings and hearings were held to try to define the shape it will eventually take.

The CBC was asked for its opinion by various bodies about the rules and conditions for setting up the information highway; first, by the House of Commons Standing Committee on Canadian Heritage, next the Working Group on Canadian Content and Culture of the Information Highway Advisory Council, and finally, the Canadian Radio-television and Telecommunications Commission (CRTC), at its hearings on this issue.

The CBC expressed its views and recommendations to the bodies concerned. The Corporation's position may be summed up as follows:

- regulation should promote the production of Canadian content;
- producers of Canadian content should be in the forefront of any such highway;
- the largest possible number of Canadians should have access to the new services;
- distribution should be subject to market competition.

*CBC and the Broadcasting Environment (cont'd)*

## Competition Issues

### THE GREY AREA OF DIRECT SATELLITE DISTRIBUTION

The year 1994 was marked by the increasing expansion in satellite distribution of Canadian and American programs to Canadian households. Such distribution requires a satellite dish for direct-to-home reception. These dishes and the service are offered from American satellite signals without CRTC authorization.

To offset the effects of this new reality, the CRTC licensed several new Canadian specialty channels and encouraged cable distributors to offer these new services throughout the country.

Since January 1995, Canadian cable subscribers have therefore had access to a larger selection of channels of all types, offering diversified Canadian programming.

### CONSUMER REVOLT

A practice known as negative billing caused consumer revolt. Across Canada, but particularly in Ontario and British Columbia, cable subscribers reacted strongly to this practice, whereas two years earlier no one seemed to be disturbed.

The CRTC received numerous protests from consumers, indicating deep discontent with cable distributors and the introduction of new services that would raise the monthly subscription cost. Quite probably the introduction of new specialty services on cable will be more of a problem in future, inasmuch as these services will increase subscription rates.

### A BATTLE AMONG GIANTS

Deep disturbances are being felt with increasing intensity within the telephone, cable and satellite transmission industries in connection with the distribution of radio and television signals. The impending arrival of digital technology is upsetting all the traditional givens.

On this shifting scene, several events reveal the efforts at technological and financial positioning being made by the principal actors. The issues are major ones. They will in large part determine the market for the distribution of digital signals in the coming decade.

The CRTC hearings on establishing the information highway (CONVERGENCE) held in March 1995 provided an opportunity to become familiar with the respective positions of the telephone companies, cable operators, lobbies and special interest groups, and broadcasters.

### THE TELEVISION PRODUCTION INDUSTRY IN CANADA

The field of audio-visual production continues to widen in Canada. For the past 10 years, the independent producers' market has expanded and now represents a major cultural and economic activity.

That this market exists is an indication of the effect of one of the recommendations contained in the Applebaum-Hébert report (1982) on federal policy with respect to the establishment of a Canadian independent television production industry. The CBC is one of the main sources of development in this area.

### PRODUCTION AND BROADCAST OF CANADIAN CONTENT

For every dollar of revenue generated by the television industry in Canada, the CBC share accounts for only 19 cents, including 13 cents from public funding. Its contribution, however, to the production of Canadian content represents 42 cents of every dollar invested in Canada.

These data are drawn from a recent study commissioned jointly by the CBC and the Department of Canadian Heritage from Communications Management Inc. and submitted to the Standing Committee on Canadian Heritage in September 1994.

In addition, CBC television services broadcast more than 83% Canadian content during prime time, while its radio programming content is entirely Canadian.

In comparison, the private television broadcasters' share accounts for only 33 cents out of each dollar invested in Canadian content, although they receive 30 cents from every dollar generated in revenue. English private television broadcasts nearly 75% foreign content during prime time.

As for cable operators, they receive 37 cents of every dollar of revenue generated, and their contribution to the production of Canadian content represents only 6 cents of every dollar invested in this area of activity.

*CBC and the Broadcasting Environment (cont'd)*

## New Technologies

### THE INFORMATION HIGHWAY

In media terms, the information highway is establishing itself as an alternative way of distributing some very interesting broadcast content. The potential advantages of this new reality are considerable, and the CBC is taking a keen interest in it.

Several CBC program groups now offer written and spoken content on the information highway and suggest that their listeners and viewers contact them by means of an electronic address.

*Quirks and Quarks* and CBC Radio News are among the programs now offering content on Internet.

Already, broadcasters such as ABC (U.S.), Deutsche Welle and NPR offer radio content on Internet, and others are getting ready to do likewise.

### THE ARRIVAL OF DIGITAL RADIO

The establishment of digital radio is taking shape, and the first Canadian broadcasting experiments are conclusive.

Through its full participation in Digital Radio Research Incorporated (DRRI/IRRN), the CBC is making a significant contribution to this development, which places Canada in the forefront of this technology in North America and among the world leaders.

Launched last year, two separate experiments, one conducted in the Toronto area, the other in the Montreal area, demonstrated the efficiency of the digital transmission system known as EUREKA 147, which is now accepted worldwide. Canada has endorsed the application of this standard over its territory.

Several private members of the Canadian Association of Broadcasters have indicated their intention to offer digital radio service in 1996.

The CRTC expects to be able to propose a revised regulatory framework that takes into account the new possibilities of digital radio as early as the fall of 1995.

The CBC is examining the impact of this date on its radio programming and operations. We have to decide whether we are in a position, in view of our present financial difficulties, to take an active part in the launching of digital radio.

### DIGITAL TELEVISION

The development of digital television is taking place chiefly in production, interface equipment between terrestrial and satellite stations, and domestic satellite signal decoders. Fully digital television in every household remains a remote reality.

Progress has occurred, however, with regard to digital television standardization. The MPEG-2 standard has been adopted by the Society of Motion Pictures and Television Engineers (SMPTE) and seems to be winning the support of the main parties concerned as the basis for a future international standard. This standard, however, only settles some of the differences, in particular the questions concerning the video signal compression algorithms within the MPEG-2 standard.

In spite of the progress made towards standardization in the U.S. (ATV digital standard) and in Europe (DVB and DAVIC), the potential for confusion remains considerable. Some years will pass before there are genuine international digital standards in television, if ever.

### THE REMARKABLE EXPANSION OF MULTIMEDIA

The popularity and very rapid growth of Multimedia and the CD-ROM market have highlighted the increasing consumer demand for this type of interactive product.

The CBC may be a privileged actor in the production of content in a universe where "the producer of content is king." Many partners hope to join forces with the Corporation to develop this new niche and its consumer potential.

The CBC has created a research and coordination unit that should soon be presenting its recommendations concerning the impact of this new technological approach on its operations.

# MEDIA ACCOUNTABILITY

The CBC is the largest journalistic organization in Canada. Of its more than 11,000 staff and contract employees, at least 2,000 are directly involved in journalistic production and management. Every week those employees, working on both radio and television, produce thousands of hours of information programming in English, French and several North American aboriginal languages. This is done from 38 locations in major cities and smaller centres from coast to coast to coast as well as from abroad. The CBC has foreign correspondents based in London, Paris, Washington, Moscow, Beijing, Jerusalem, Johannesburg, New Delhi and Mexico City. In addition, Radio Canada International broadcasts information programming in eight languages around the world on shortwave.

Given the CBC's size, scope and the fact that it is publicly-funded, it is incumbent upon the Corporation to maintain a leadership role in the Canadian journalistic community. The quality of the CBC's information programming is recognized worldwide and the independence enjoyed by its journalists is the envy of public broadcasters from many countries.

To support and assist with coordination of the various news and information programming departments, CBC created the Media Accountability Department. This department is the research and development arm for CBC's journalism. Media Accountability supports and encourages journalistic excellence through the organization and presentation of seminars, symposiums and conferences for the benefit of both CBC and other journalists. In May 1994, the department organized and hosted the second annual bilingual journalism symposium on "Journalism and the Clash of Identities" for 200 CBC journalists and 50 guests. Major parts of the symposium were later broadcast on Newsworld.

From time to time, Media Accountability also provides coordinating support to CBC media lines. This occurs most commonly when ongoing sensitive stories are evolving. In such instances, Media Accountability assists by establishing specialized monitoring systems that ensure fair and balanced program treatment over the course of the story. Coverage of national general elections, referenda and other like events typically employ such monitoring systems.

The department is particularly interested in the accountability of CBC programmers to their audiences. Fundamental to the Corporation is the belief that audiences have the right to comment on the programs they see and hear on CBC, and CBC has the obligation to consider these comments and reply as required. In the Corporation's view, feedback of a congratulatory nature should go to the program producers and equally, program units should have the right of first reply to comments which may be critical of their work. If an audience member who has been critical of a program is not satisfied with the response from the program unit, that person then has recourse to program management or to an independent evaluation by the Office of the CBC Ombudsman.

To assist in this process, Media Accountability encourages program departments to provide feedback capabilities. These take various forms in the different program units, such as broadcasting mailing addresses, telephone and fax numbers as well as Internet addresses. In addition, both radio and television within CBC have developed on-air programs dealing with journalistic issues.

The Media Accountability office also represents CBC on international bodies dealing with press freedom and the protection of journalists worldwide.

# CORPORATE GOALS 1994-1995

## PROGRAMMING EXCELLENCE

- Ensure that CBC radio and television services present high quality, distinctively Canadian programming and schedules designed to meet the needs of contemporary audiences and the challenges of the broadcasting environment.
- Position CBC radio and television services as the major broadcast contributor to shared national consciousness and identity through cross-cultural, multicultural, multiracial and inter-regional programming. In particular, ensure that programming meets corporate standards for the equitable portrayal of the four groups designated by legislation: women, aboriginal peoples, persons with disabilities and members of visible minorities.
- Ensure that Canadians see and hear their regional realities and values reflected on CBC services.
- Ensure that CBC journalism is, and is perceived to be, of the highest possible quality and fully accountable to its audiences.
- Operate all services in a manner that complements the contributions of the private and other public elements of the broadcasting system. For example:
  - Play a leading role in the introduction of new domestic television and radio services, with a priority on the introduction of a French language equivalent to CBC Newsworld.
  - Where there are sound public policy reasons for doing so, participate, as appropriate, with other private and public elements of the broadcasting system in the development of new services.
  - Take the lead in exporting Canadian culture and developing new Canadian programming through the establishment of joint public/private sector programming services to North America and other areas of the world.
  - Actively pursue alternative funding sources to supplement the parliamentary appropriation.

## MANAGEMENT EXCELLENCE

- Consistent with good management practices, ensure that the maximum possible value is obtained from the use of CBC's financial resources in terms of activities that can be seen and heard by television and radio audiences.
- Ensure that new technologies are fully exploited to increase the efficiency of CBC program operations, administrative processes and management.
- Ensure that CBC's human resources work as a team in the pursuit of programming and management excellence.
- Ensure that staff and managers receive the training needed to run the CBC of the future.
- Ensure that CBC policies for equity in employment are being met.
- Improve the real and perceived value of CBC to Canadians by better defining and promoting the Corporation and its services.

# FROM CORPORATE GOALS TO MEDIA OBJECTIVES

The corporate goals of the CBC are developed by the President and approved by the Board of Directors. These goals are based on the requirements of the Broadcasting Act, the Corporation's resources and market trends.

The achievement of corporate goals is done through the Corporation's media components. Every component defines, on the basis of its mandate and market challenges, specific objectives. Because of the differences between the various components, the objectives and performance indicators may vary from one component to another.

## MEMORANDA OF UNDERSTANDING AND EVALUATION TOOLS

Since 1990-91, every media Vice-President concludes with the President a Memorandum of Understanding which sets out:

- the component's mission statement;
- the external and internal environment factors to be considered;
- the goals and objectives of programming and management to be met in a given time period;
- the action plans to achieve the approved objectives;
- the performance indicators to be used for evaluation;
- the level of resources determined by the Planning and Allocations Committee, broken down by the categories of expenses authorized;
- expectations from other components;
- the organization chart and programming schedules.

Whenever possible, the objectives are to be expressed in terms of performance indicators, targets and standards. However, some significant aspects of programming remain difficult to quantify, hence the need for qualitative evaluation.

Progress toward achievement of the objectives is monitored all through the year, and these periodic evaluations serve as a basis for the annual evaluation process.

On average, every media component has some 100 performance indicators. These indicators include measures such as audience share, the weight given various types of programs, savings generated by certain activities and advertising revenues recorded for a given fiscal year. They also include qualitative evaluations on the completion of certain projects.

## DEVELOPMENT OF PERFORMANCE INDICATORS WITHIN THE CBC

The performance indicator review made appreciable progress in 1994-95, but its schedule was delayed by the announcement that the CBC's mandate would be reviewed and by an internal review of the CBC's operating and capital planning process.

The work completed in 1994-95 has allowed the Corporation to identify 15 basic dimensions that should be monitored. Later on, once the mandate has been reviewed, these dimensions can be refined and developed further.

The Steering Committee overseeing the work on performance indicator development noted, moreover, that the indicators designed to measure regional reflection, journalistic excellence and multicultural, multiracial and multiethnic representation in programming should be developed further.

*From Corporate Goals to Media Objectives (cont'd)*

### Basic Dimensions Designed to Define the Corporation's Five Top-Priority Issues

**Being distinctive and Canadian**

1. Canadian content - television
2. English/French co-productions
3. Journalistic excellence (to be developed)
4. Regional reflection
5. Cross-cultural/multiracial/multiethnic programming
6. Employment equity and on-air representation of designated groups

**Being diversified**

7. Broadcast hours by type of programs
8. Programs by source of production

**Offering quality and being relevant to Canadians**

9. Perception of the CBC - Meeting the CBC objectives

**Being available and reaching the Canadian public**

10. Reach of CBC television and radio services
11. Audience share of television and radio services

**Being efficient**

12. Average cost per broadcast hour
13. Fluctuations in expenditures
14. CBC net advertising revenue
15. Staff training

Staff cuts and reduced budgets will, however, have a definite impact on our ability to access funds to establish the necessary mechanisms to gather data on these performance indicators.

A great deal still remains to be done before the information systems in the various responsibility centres can be made compatible. The desire to unify information will no doubt require a review of the alignment of some systems. The integration of the management of regional resources will make for better resource coordination.

# ENGLISH TELEVISION

The principal role of CBC English Television is to provide a distinctively Canadian viewing alternative to the programs offered by other broadcasters and by cable. *At the same time, as a publicly-supported service, English Television has an obligation to provide services of interest to substantial audiences representing broad cross-sections of the population.*

The CBC's main English Television services are provided to viewers through a mixed system of CBC owned-and-operated stations and affiliated private stations. CBC stations carrying the full network service reach approximately 85% of the English speaking population. Affiliates add 14% to bring total coverage to 99%. Affiliated stations are required to carry about five hours per day of CBC network programming, but may show competing programs during other periods.

The CBC Television's 24-hour cable news and information service, CBC Newsworld, offers alternative programming to the roughly 71% of Canadian households which subscribe to cable.



## HIGHLIGHTS

In 1994-95, CBC English Television made a major change in the architecture of its prime time schedule by moving the network's major daily newscast one hour later. It also successfully replaced three of its major entertainment series with new Canadian programs, *Side Effects, Rita & Friends* and *Liberty Street.*

These new programs and continuing Canadian series such as *Road To Avonlea, North Of 60, This Hour Has 22 Minutes* and *The Royal Canadian Air Farce* achieved significant audience success. Drama and variety specials also drew large audiences, with the miniseries *Million Dollar Babies* and *Butterbox Babies*, both attracting audiences of over 3 million viewers.

In July 1994, the Canadian Radio-television and Telecommunications Commission (CRTC) issued its decision on the network licence renewal process begun in 1993. The decision noted that "despite conflicting demands, public support for the Corporation's programming continues to be strong: approximately 200 of the 290 interventions received by the Commission



**Pictured clockwise are:**
(front) Pat Mastroianni, Melissa Daniel, Henriette Ivanans, (back) Kimberly Huie, Joel Bissonnette, **Liberty Street**; Catherine Fitch, Susan Clark, **Butterbox Babies**; the team of **Side Effects**; Rita MacNeil, Joni Mitchell, **Rita & Friends**; **Theodore Tugboat**, Halifax; Seporah Ungalaq, Mosha Coté, **Frostfire**; James Barber, **The Urban Peasant**, Vancouver .

offered nothing less than unqualified support for the network renewal applications. Most of the remaining interventions were generally in support, although concerns were expressed about specific aspects of the Corporation's activities."

The CRTC renewed the CBC's television network licences for five years. The Commission noted the budget reductions facing the Corporation, and set new standards for CBC performance calling for increased Canadian content, more programming for children and youth, higher volumes of Canadian drama programming, more regional programming contributions to the network service, a monthly broadcast of a complete performance by a Canadian performing arts company, more independent production and the establishment of a production facility in Victoria, British Columbia.

## Programming Objectives

### SCHEDULE BALANCE

**Objective:** Meet the needs of contemporary audiences and the challenges of the broadcasting environment.

In September 1994, the network moved *CBC Prime Time News* back from 9 p.m. to the 10 p.m. time period occupied by CBC daily news and current affairs from 1982 through 1992. The earlier scheduling had been intended to increase viewership of the news as well as to provide opportunities for more specialized programming in the period from 10 p.m. to midnight, but viewers did not find the new time more convenient and news audiences dropped. Following the September 1994 change, viewing increased and it continued to grow during the 1994-95 season.

*English Television (cont'd)*

### Schedule Analysis, CBC English Television Network

Typical Weekly Programming, Winter 1994-95, Sign-On to Sign-Off



(20%) News/Current Affairs
(11%) Canadian Drama
(5%) Canadian Variety
(5%) Arts/Sciences
(10%) Sports
(29%) Foreign Entertainment
(8%) General Interest
(13%) Children/Youth

Programming for children and young people was increased by five hours per week in two steps. At the beginning of the year, a late afternoon drama strip for young people was added. Episodes of *Degrassi Junior High*, *Degrassi High* and *Northwood* were shown in this 4 p.m. period during the year. In October 1994, weekday morning children's programming was increased by a half hour per day with the introduction of *CBC Playground* at 9:30 a.m.

Within prime time, 1994-95 was a busy year for program renewal.

- The new one-hour dramatic series, *Side Effects*, a topical and controversial look at the triumphs and tragedies of medicine at an inner-city family health clinic in Toronto.
- *Rita & Friends*, a one-hour variety series starring Maritimes songstress Rita MacNeil, and featuring established artists as well as young, up-and-coming talent. Musical styles range from traditional Canadian folk songs to rock and rap.
- *Liberty Street*, a half-hour contemporary dramatic series about people in their twenties coping with life. The series, set in a run-down apartment building, explores the lives of a group of twenty-somethings living on their own for the first time, trying to find out who they are and what they want.

One measure of the network's success in meeting a broad range of audience interests and tastes is the weekly reach of the network. When asked to recall their viewing in a typical week, 85% of anglophone adults say they watch CBC Television and 72% of English-speaking adult cable subscribers indicate that they tune to CBC Newsworld.

#### CANADIAN CONTENT

**Objective:** Maintain the Canadian content percentage levels for the broadcast day and for the 7-11 p.m. peak viewing period.

Providing Canadian programs for Canadian viewers is the essential reason for having national public television services in Canada. CBC Canadian content levels are higher than those of other broadcasters, and have been increasing in recent years.

Introduction of drama programming for young people weekdays at 4 p.m. increased the volume of Canadian daytime programming by 2.5 hours per week in 1994-95.

Extensive coverage of both the XV Commonwealth Games in Victoria, B.C., in August 1994, and the Canada Winter Games in Grande Prairie, Alta, in February and March 1995, added extra Canadian content to the schedule.

Overall network Canadian content for the CRTC's Broadcast Day (6 a.m. to midnight) remained at the 1993-94 level of 65%.

Canadian content in the 7-11 p.m. period was affected by the Major League Baseball and National Hockey League strikes. *Blue Jays Baseball* was interrupted in early August. The start of *Hockey Night in Canada* was delayed until late January.

Largely as a result of the loss of these Canadian sports programs, network Canadian content for the 7-11 p.m. period from April through March 1994-95 fiscal dropped to 82% from the high of 86% established the year before. Canadian content levels in the last three months of the year, January through March 1995, were significantly higher than for the year as a whole. Network Canadian content in the 7-11 p.m. peak viewing period averaged 88% during these months.

# CBC English Television Schedule

*Fall 1994 - Winter 1995*

| | MONDAY | TUESDAY | WEDNESDAY | THURSDAY | FRIDAY | SATURDAY | SUNDAY |
|---|---|---|---|---|---|---|---|
| 7:00 | CBC MORNING NEWS | | | | | | |
| 7:30 | | | | | | | |
| 8:00 | | | | | | BARNEY | |
| 8:30 | | | | | | RACCOONS | CANADIAN GARDENER |
| 9:00 | WHAT ON EARTH | | | | | SESAME STREET | HYMN SING |
| 9:30 | | | | | | | |
| 10:00 | CBC PLAYGROUND | | | | | FRED PENNER | CORONATION STREET |
| 10:30 | | | | | | STREET CENTS | |
| 11:00 | CANADIAN SESAME STREET | | | | | STAR TREK | 50 UP |
| 11:30 | | | | | | | ALIVE! |
| 12:00 | MIDDAY | | | | | HOME | MEETING PLACE |
| 12:30 | | | | | | COTTAGE COUNTRY | |
| 1:00 | ALL MY CHILDREN | | | | | CANADIAN GARDENER | COUNTRY CANADA |
| 1:30 | | | | | | PET CONNECTION | |
| 2:00 | ONE LIFE TO LIVE | | | | | DRIVER'S SEAT | CFL FOOTBALL |
| 2:30 | | | | | | DISABILITY NET | |
| 3:00 | CORONATION STREET | | | ALIVE! | CANADIAN REFLECTIONS | | |
| 3:30 | THE URBAN PEASANT | | | | | CBC SPORTS EVENTS | SUNDAY ARTS ENTERTAINMENT |
| 4:00 | DEGRASSI JR. HIGH | | | | | | |
| 4:30 | FAMILY MATTERS | | | | | | |
| 5:00 | THE SIMPSONS | | | | | | EAR TO THE GROUND |
| 5:30 | FRESH PRINCE | | | | | | STREET CENTS |
| 6:00 | REGIONAL NEWS PROGRAMS | | | | | REGIONAL | DISNEY |
| 6:30 | | | | | | | |
| 7:00 | REGIONAL | ON THE ROAD AGAIN | ANDRIENNE CLARKSON | HEALTH SHOW | FRONT PAGE | REGIONAL | ROAD TO AVONLEA |
| 7:30 | THE ODYSSEY | MARKET PLACE | | MAN ALIVE | AIR FARCE | | |
| 8:00 | FRESH PRINCE | THE 5TH ESTATE | THE NANNY | THE NATURE OF THINGS | RITA & FRIENDS | MOLSON HOCKEY NIGHT IN CANADA ON CBC | MOVIES |
| 8:30 | BLOSSOM | | LIBERTY STREET | | | | |
| 9:00 | KIDS IN THE HALL | WITNESS | TOUCHED BY AN ANGEL | NORTH OF 60 | SIDE EFFECTS | | MINI-SERIES |
| 9:30 | THIS HOUR HAS 22 MINUTES | | | | | | SPECIALS |
| 10:00 | CBC PRIME TIME NEWS | | | | | | SUNDAY REPORT |
| 10:30 | | | | | | | VENTURE |
| 11:00 | REGIONAL NEWS | | | | | | REGIONAL NEWS |
| 11:30 | | | | | | | COUNTRY BEAT |
| 12:00 | COMEDY / DRAMA / VARIETY | | | | CINEMA CANADA | | |
| 12:30 | | | | | | | |
| 1:00 | CBC LATE NIGHT | | | | CBC LATE NIGHT | | CBC SPORTS LATE NIGHT |
| 1:30 | | | | | | | |
| 2:00 | | | | | | | |
| 2:30 | | | | | | | |
| 3:00 | | | | | | | |

Canadian  Foreign

*English Television (cont'd)*

NETWORK CANADIAN CONTENT, CBC ENGLISH TELEVISION
April through March Fiscal Years

| | 91-92 % | 92-93 % | 93-94 % | 94-95 % |
|---|---|---|---|---|
| BROADCAST DAY 6 a.m. to midnight | 67 | 67 | 65 | 65 |
| PEAK VIEWING PERIOD 7 p.m. to 11 p.m. | 83 | 84 | 86 | 82 |

Note: Figures exclude special CRTC credits for Canadian drama programs.
Source: CBC Research

**Objective:** Achieve the target Canadian content levels using genuinely Canadian programming.

There is no doubt that Canadian audiences are interested in genuinely Canadian programs. If the subject is interesting and the quality is high, Canadians respond.

The network's biggest audience successes of the year came from Canadian-made movies and mini-series that dealt with uniquely Canadian events and circumstances:

- *Million Dollar Babies* told the powerful and poignant story of the Dionne Quintuplets, five little girls who were raised behind a facade of fame and fortune. The four-hour, two-part series spanned the years from 1934 to 1939, and was shot on sets ranging from the Depression-weary small town in northern Ontario where the quintuplets were born to the glamorous hotspots of New York City.
- *Butterbox Babies* told a chilling true story set in the Ideal Maternity Home in Halifax in the 1930s and 1940s. Initially regarded as a discreet and safe haven for unwed mothers, the home and its operators eventually became the subject of private whispers and public trials about baby selling and mysterious infant deaths.

Both programs attracted average audiences in excess of 3 million. *Million Dollar Babies* was sold to the CBS network in the United States, and shown simultaneously in both countries, a CBC first.

The network's Sunday night movie stream frequently attracted audiences of over 1 million viewers for distinctively Canadian stories such as:

- *Small Gifts*—an adult Christmas story about a young New Brunswick working-class couple in financial trouble as Christmas approaches,
- *Trial At Fortitude Bay*—the clash between an Inuit community and the Canadian justice system over whether a young man accused of a serious crime should be sent to prison or rehabilitated by the community,
- *Frostfire*—the story of a troubled Inuk teenager whose struggle to find his place in the world leads him onto the sea ice and into the middle of an international conspiracy,
- *Street Legal: The Finale*—a two-hour movie farewell to a weekly drama series introduced by the CBC in 1986, exploring a current and controversial issue, the right to die,
- *The Diviners*—a film adaptation of Canadian novelist Margaret Laurence's beloved classic, chronicling five decades in the life of Morag Gunn, and
- *Black Robe*—the struggle for survival of an ambitious young Jesuit determined to save the souls of "the savages" in the hostile wilderness of 17th century New France.

The emphasis on Canadian programming extended to all programming areas:

- to arts series such as *Adrienne Clarkson Presents* and arts specials such as the Rhombus Media interpretation of Gustav Holst's symphonic masterwork *The Planets*,
- to the CBC's science series *The Nature Of Things*,
- to variety specials such as *Brian Orser: Blame It On The Blues* and variety series such as *Ear To The Ground* and *Comics*, and
- to the *Genie*, *Gemini* and *Juno Awards*, honouring the best in Canadian film, television and music.

CBC productions and co-productions won hundreds of national and international awards in 1994-95.

The CBC's commitment to genuinely Canadian programming is recognized by viewers. When asked to name the station that has the best Canadian programs in the 1994 Annual Media Survey, twice as many English-speaking Canadian adults chose CBC over all other sources combined.

*English Television (cont'd)*

## INDEPENDENT PRODUCTION

**Objective:** Continue to encourage and assist Canadian independent production.

Independent Canadian producers contribute weekly series such as *Road To Avonlea* and *North Of 60* as well as major dramatic and variety specials to the English Television schedule. The financial assistance of Telefilm Canada remains crucial for sustaining independent production volumes, particularly in drama.

Canadian theatrical features such as *Clearcut* and *Highway 61*, shown on CBC Television in the weekly *Cinema Canada* series, strengthen CBC Canadian program offerings and provide wider distribution for these Canadian films.

Series such as *What On Earth, The Urban Peasant, The Odyssey* and *This Hour Has 22 Minutes* are produced under co-production arrangements which join independent creative personnel with CBC facilities and production personnel.

## JOURNALISTIC PROGRAMMING

**Objective:** Ensure that CBC journalism is and is perceived to be of the highest possible quality and fully accountable to its audiences.

The 1994-95 weekday network schedule featured *The CBC Morning News* (7-9 a.m.), *Midday* (noon - 1 p.m.) and *CBC Prime Time News* (10-11 p.m.). *The National* and *Sunday Report* provided weekend network news service. CBC owned-and-operated stations also produced hour-long regional news broadcasts for their respective areas at 6 p.m. Monday through Saturday.

Regional late night newscasts, eliminated in 1992, were restored in the 11-11:30 p.m. period at the beginning of September 1994. This change, the re-scheduling of *CBC Prime Time News* and special efforts to improve quality and determine audience interests improved news viewing for both network and regional programming. Between the Fall 1993 and Fall 1994 BBM surveys, audiences to the CBC's early evening regional news programs increased or remained about the same in 14 out of 17 markets served.

The schedule also featured CBC current affairs and documentary series, including *the 5th estate, Market Place, Man Alive, The Health Show* and *Venture*. Independent documentary production contributed the *Inside The Vatican* mini-series and specials telecast in the *Witness* series.

Both CBC Television and CBC Newsworld provided extensive coverage of the 50th anniversary of D-Day in June 1994.

Despite the explosion of choice in television services available to anglophones in recent years, CBC remains the clear leader in journalistic programming. Four in 10 anglophone adults say that the CBC offers the best national and international news.

## REFLECTION AND PORTRAYAL

**Objectives:** Contribute to the flow and exchange of cultural information and entertainment; ensure achievement of the Corporation's equity in portrayal objectives.

As a public network, CBC is properly expected to take a lead role in adapting the content of its programs to reflect changed values in the society it serves. The Corporation specifically is reminded of the importance of cross-cultural, multicultural, multiracial and inter-regional programming. CBC also recognizes the need to ensure equity in the portrayal of women, minorities and other population components.

The most effective way for the CBC to reflect the diversity of Canada is to ensure that these aspects of the Canadian experience are included in the main daily and weekly series on the network. *CBC Prime Time News* makes special efforts to ensure that the views of Canadians from all across the country are heard, and to seek out the views and stories of the various social communities which make up the nation.

The CBC's English and French television networks work together on a wide variety of information, entertainment and sports programming, and jointly present such important national events as the *Canada Day Spectacular / Fête du Canada* and *The Governor General's Performing Arts Awards*, honouring Canadian artists chosen from theatre, dance, classical

*English Television (cont'd)*

music and opera, popular music, film and broadcasting. English network programming in 1994-95 also included *Scoop*, the popular drama series produced for the CBC's French Television network.

The CBC's commitment to equity in portrayal is clearly evident in the casting and stories chosen for such flagship drama series as *North Of 60* and *Side Effects*, and in the selections made for the *CBC Sunday Movie* series. The audience success of *North Of 60* has been especially encouraging because the program is regionally based and features strong aboriginal characters.

Special programs such as the *National Aboriginal Achievement Awards* also focus public attention and help to eliminate negative stereotypes.

*The Disability Network* serves a special community but also makes Canadians sensitive to the special challenges faced by those with disabilities.

**Objective:** Reflect Canada and its regions to national audiences in a wide range of programming.

Regional reflection is accomplished partly through regular network series and partly by deliberately decentralizing the production of programs to regional locations.

During the past year, regional production accounted for about 56% of all programming on the network. This programming included popular series such as:

- *This Hour Has 22 Minutes, Street Cents* and *Theodore Tugboat* (Halifax),
- *On The Road Again* and *Cottage Country* (Ottawa),
- *Country Canada* and *Fred Penner* (Winnipeg),
- *North of 60, What On Earth* and *The Country Beat* (Alberta), and
- *The Odyssey, Front Page Challenge, The Urban Peasant, The Canadian Gardener, 50 Up* and *Alive* (Vancouver).

Further, most sports programming (hockey, football and *CBC Sports Events)* is produced in collaboration with the regions, using combinations of resources from multiple locations. Regional stations also contribute to a number of network series such as *Streets Cents* and *Meeting Place.*

### Canadian Program Sources, CBC English Television

Based on 1994-95 Regular Season Block Schedule, Network Program Periods, Sign-On to Sign-Off

| CANADIAN NETWORK PROGRAMMING | HOURS / WEEK | CANADIAN CONTENT (%) (rounded) |
|---|---|---|
| **REGIONAL PRODUCTION** | | |
| CBC Regional Production | 28.3 | 35 |
| Regional Co-production | 9.8 | 12 |
| Regional Independent Production | 7.5 | 9 |
| **Subtotal - Regional Production** | **45.6** | **56** |
| **TORONTO PRODUCTION** | | |
| CBC Toronto Production | 15.8 | 19 |
| Toronto Co-production | 0.5 | 1 |
| Toronto Independent Production | 8.3 | 10 |
| **Subtotal - Toronto Production** | **24.6** | **30** |
| **OTHER CANADIAN PRODUCTION** | | |
| CBC National Production | 10.4 | 13 |
| French Network Programming | 1.3 | 2 |
| **Subtotal - Other Canadian Production** | **11.7** | **14** |
| **TOTAL - CANADIAN PROGRAMMING** | **81.9** | **100** |

Source: English Television Network

*English Television (cont'd)*

## AUDIENCE PERFORMANCE

**Objective:** Stabilize overall audience shares.

The audience shares of all conventional television broadcasters have been declining over recent years, as additional competition for viewing time has been introduced on cable. CBC viewing shares were significantly affected in 1992-93, when four U.S. specialty services (A&E, CNN, The Learning Channel and The Nashville Network) were added to cable service packages in most parts of Canada.

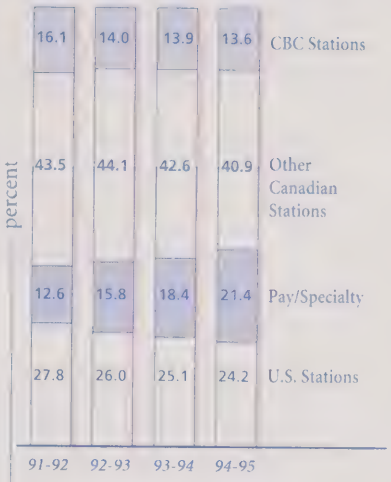
In January 1995, six new English-language Canadian specialty channels (Bravo, Showcase, Discovery Channel, Women's Network, Life Network and New Country Network) were introduced on cable across the country. These new services were attracting a combined audience share of 3.4% at the end of March 1995, bringing the total share of viewing for pay and specialty cable services to 21.4%— a dramatic increase from the 1991-92 average of 12.6%.

Preliminary indications are that the impact of the new specialty channels on CBC's share of viewing may be less than might be predicted on the basis of the 1992-93 experience. CBC's viewing share over the 1994-95 fiscal year decreased only 0.3 points to 13.6% from 13.9% in 1993-94, while other Canadian stations collectively lost close to 2 share points and the U.S. station share declined by 1 share point.

### AUDIENCE SHARES OF ENGLISH-LANGUAGE TELEVISION STATION GROUPS

Sign-On to Sign-Off

April through March Fiscal Years




CBC Newsworld's audience share (1.3% in 1994-95) is included in the Pay/Specialty category.

Source: CBC Research (A.C. Nielsen)

## MANAGEMENT OBJECTIVES

### TEAMWORK, NEW TECHNOLOGIES, COST EFFECTIVENESS

**Objectives:** Ensure that the CBC's human resources work as a team; ensure that new technologies are fully exploited; ensure that the maximum possible value is obtained from the use of CBC's financial resources.

English Television was a key player in the joint effort which launched two new satellite-delivered program services, TRIO and Newsworld International, into the U.S. Market. The network was also a key player in the successful launch of one of the six new specialty channels, Showcase. The CBC is both a partner in the channel and a key program contributor.

During 1994-95, the detailed plans were developed for the transfer of the network's on-air presentation operations to new facilities in the Canadian Broadcasting Centre in Toronto. The current facilities, the only ones still in use in the CBC's old quarters, will be replaced with new facilities including automated tape handling equipment and a computer-controlled presentation automation system. The new facilities, intended both to improve operations and to reduce costs, are scheduled for completion in 1995-96.

Costs and efficiency were a preoccupation throughout 1994-95. Plans for cost reductions were initially developed as part of the CBC-wide In-depth Review to address the CBC's funding shortfall. Following the February 1995 federal budget, revised plans for operating on lower budgets were developed for 1995-96, and the network initiated special planning to devise alternatives for making major reductions in subsequent years.

# FRENCH TELEVISION

On January 1, 1995, CBC French Television launched the first French-language all-news network in North America. From its first week, Le Réseau de l'information drew an audience of 2 million and that number has not wavered since. *RDI is French Television's contribution to a new form of television which came into being in the early 1980s—specialty TV. The French network's primary mission, however, is still to offer all Canadians general interest, quality television which informs, enlightens and entertains.*

CBC French Television programming is supplied by eight production/broadcasting centres from Moncton to Vancouver. Programs are also distributed by five private affiliates, 174 CBC transmitters and 28 private and community transmitters. Thanks to this network, French Television can reach 99% of Francophones in Canada.

## HIGHLIGHTS

In June 1994, the Banff Festival highlighted how successfully French Television had fulfilled its mission for over 40 years, by presenting it with the prestigious CanWest Global prize. This international prize, awarded for the first time to a Canadian broadcaster, underlined the network's contribution to the safeguarding of a dynamic and popular Francophone culture in North America, particularly with its television serials. For French Televison officers and craftspeople, this prize was proof of the appropriateness of past choices and an indication of the future path.

In 1994-95, one show became a spectacular demonstration of the Francophone public's attachment to French Television. *La Petite Vie*, a comedy show, which is actually a television serial parody, broke audience records and, as a social phenomenon, became the focus of university studies. On Monday, March 20, 1995, 89% of Francophones watching television at 7:30 p.m. were watching *La Petite Vie*, that is, 4 million viewers. Even as a repeat



**Pictured clockwise are:**
Isabelle Brossard, Robert Brouillette, **4 et demi**; Colm Feore, **"Trente-deux films brefs sur Glenn Gould" (Les Beaux Dimanches)**; Serge Thériault, Claude Meunier, **La Petite Vie**; Sylvie Lussier, Pierre Poirier, **Bêtes pas bêtes +**; Danielle Proulx, Antoine Durand, Valérie Gagné (front), **Les Héritiers Duval**; Pascale Tremblay, **La Semaine verte**, Québec City; Soeur Angèle, Stéphane Carrier, **Les 7 jours de soeur Angèle**, Ottawa.





at the beginning of the season, the show topped the ratings with over 2 million viewers, while the new episodes, which went on the air in January, all drew audiences of more than 3.5 million.

The majority of these viewers are found in what is called the Francophone market, a market consisting of 6.4 million Canadians whose usual language is French and who live mainly in Quebec, but also in all other parts of Canada. (See *Regional Broadcasting*, p. 55 )

On September 12, 1994, slightly more than half of the Francophone audience watching French television, or about 1.3 million individuals, watched the Quebec election unfold on CBC.

French Television has also been bringing people together every December 31 for the past 38 years for the yearly revue, *Bye Bye*, which is part of most people's New Year's Eve celebrations. On December 31, 1994, 3.3 million Francophones celebrated the arrival of the New Year with CBC.

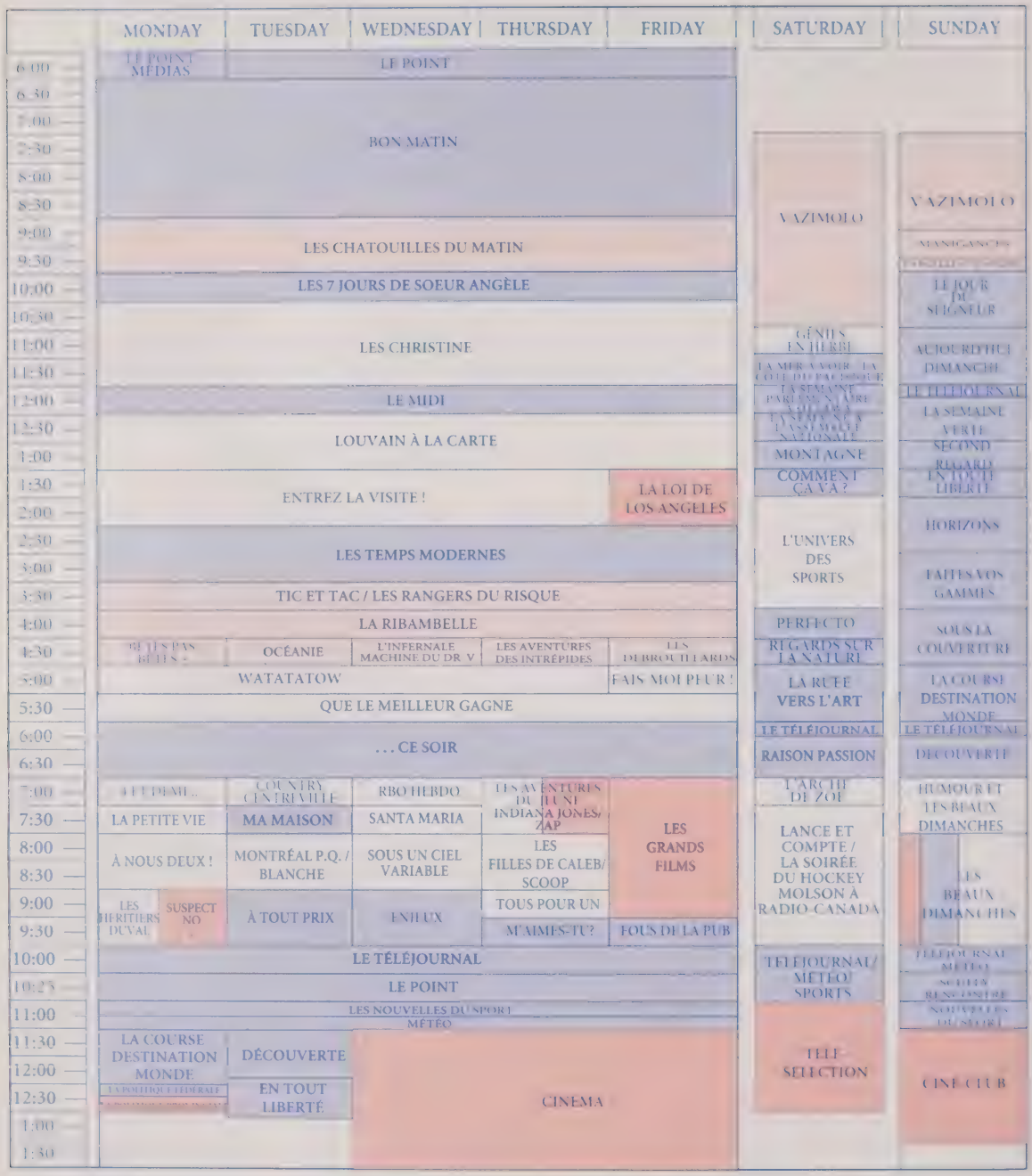
Another French Television tradition, NHL hockey, was widely talked about, but this year, because it was missing from the schedule. Owing to a labour dispute, the schedule, planned long in advance, had to be revised, and this had a major impact on advertising revenue and programming costs.

The prevailing atmosphere of fiscal year 1994-95 was set by budget cuts and the In-Depth Review of production and management activities. It is in this context of profound change that French Television enters a new phase in its history, as is the Canadian broadcasting system, on the threshold of the information society to which we are being introduced by the electronic highways.



# CBC French Television Schedule

*September 1994 – March 1995*




- Information and culture program
- Canadian entertainment program
- Youth program
- Foreign entertainment program

*French Television (cont'd)*

# Programming Objectives

## GENERAL INTEREST TELEVISION

**Objective:** Remain a distinctive general interest television service.

French Television is primarily a general interest television service which shows all facets of life as it is lived, all types of programs, in a balanced schedule, for an audience of many tastes, expectations and needs.

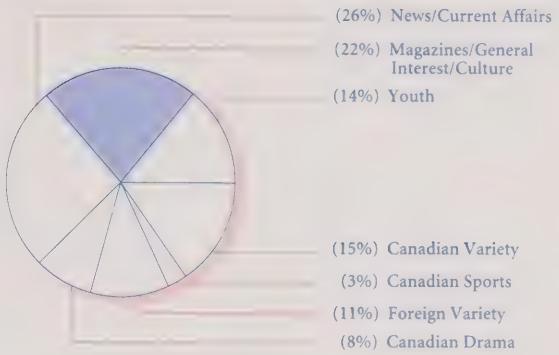
Many features distinguish public television from other television services. For instance, it is important to renew programming and to be innovative. In 1994-95, 31% of the regular season schedule consisted of new shows. For example, the post-war Quebec of *Montréal P.Q.* gave way to the contemporary setting of *Les Héritiers Duval* and *Quatre et demi.*

The CBC French Television schedule is different because of its high prime-time content of current and public affairs programs and Canadian drama series. Shows such as *Enjeux, Le Point, À nous deux!, Sous un ciel variable* and *Scoop* earned the loyalty of large audiences.

CBC French Television's distinctiveness can also be measured by comparing the programs it offers to those of other Francophone conventional television services. The adjoining table shows that, during the winter of 1995, CBC offered the majority of arts and culture programs, youth programs and Canadian drama programs broadcast by French-language services and that, in contrast, CBC broadcast the least foreign entertainment programs.

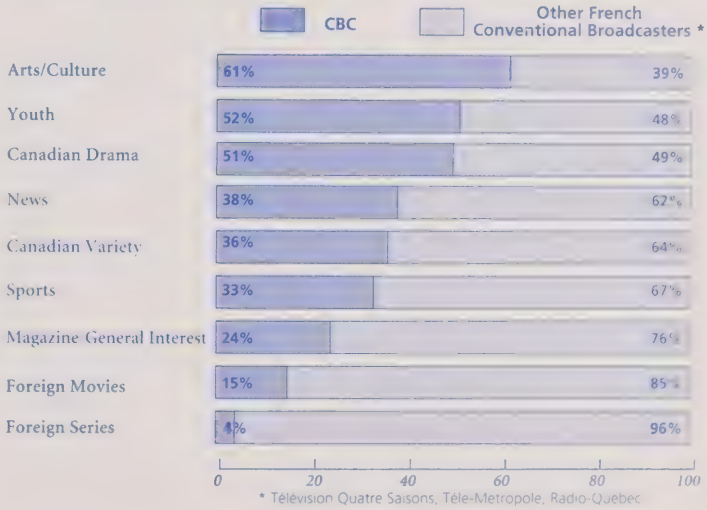
### Schedule Analysis, CBC French Television

Typical Weekly Programming, Winter 1995, Sign-On to Sign-Off




### Program Availability, French Conventional Television Broadcasters

% of Broadcast by Program Categories,
Typical Week, Winter 1995, Sign-On to Sign-Off




* Télévision Quatre Saisons, Télé-Metropole, Radio-Québec

In 1994-95, *Les Beaux Dimanches* continued to spotlight Canadian culture. Included in these programs were: Canadian films (*Thirty-two Short Films about Glenn Gould, Le Jardin des ombres*); TV films (*La Corrivaux; Embrasse-moi, c'est pour la vie; Soho,* etc.); some stage performances (*MSO Concert with Kathleen Battle; Requiem pour Polytechnique; The Planets,* etc.); shows by Quebec artists (Diane Dufresne, Marie Carmen, Michel Rivard).

*French Television (cont'd)*

Also on *Beaux Dimanches*, French Television presents galas celebrating various aspects of cultural life. In addition to the traditional broadcasts, like the *Gala des prix Gémeaux*, the *Gala de l'ADISQ* and the *Governor-General's Awards for the Performing Arts*, French Television presented *La Soirée des masques*, the first theatre gala, broadcast live from the Monument National, where the ceremony was held.

Programs for young people accounted for 18% of the total programming for fiscal 1994-95, compared to 16% the previous year. This year, once again, the schedule offered program packages for all youth audiences: preschool children in the mornings *(Les Chatouilles du matin)*, young people coming home from school in the afternoons (*La Ribambelle, Bêtes pas bêtes* +) and teenagers at 5 o'clock *(Watatatow)*.

As usual, there were specialty programs (*Le Jour du Seigneur, En toute liberté, Ma maison, Des jardins d'aujourd'hui, La Semaine verte*,etc.) and the major amateur sports events (Les Jeux du Québec, de l'Acadie, de la Francophonie and the Commonwealth Games).

The programs broadcast by CBC French Television have always stood out for their quality. This quality has been acknowledged with numerous prizes awarded both to programs and craftspeople. During fiscal 1994-95, 55 prizes were awarded either to in-house productions or to their creators. *The Mighty River* garnered 10 prizes, bringing to 18 the number of awards earned by this outstanding animated film. CBC designers distinguished themselves at the BDA (Broadcast Designers Association) International, a forum for the various design disciplines related to video production. During the annual convention, which took place in New Orleans in June 1994, CBC designers won two gold medals, two silver medals and seven bronze medals. At the *Gala des Prix Gémeaux*, organized by the Academy of Canadian Cinema and Television, CBC in-house productions earned 14 awards, and outside productions broadcast by CBC won 20.

## REFLECTING THE COUNTRY

**Objective:** Reflect life experiences of all Canadians.

### Canadian Content

All facets of Canadian life are reflected in various ways in the Canadian productions on CBC French Television. In 1994-95, 84% of prime-time programming consisted of Canadian programs.

**Canadian Content, CBC French Television**
Network and Regions, April - March

| | 92-93 % | 93-94 % | 94-95 % |
|---|---|---|---|
| Sign-On to Sign-Off | 71 | 75 | 76 |
| 7 p.m. - 11 p.m. | 84 | 86 | 84 |

Source: Scheduling and Broadcasting, French TV

Canadian programs originate from many sources. This diversity of sources guarantees a wide range of points of view, ideas, visions and imaginations. (See opposite page)

### Regional Reflection

Since 1993, CBC French Television has been developing centres of excellence outside Montreal. Moncton, Quebec City and Ottawa, the areas having the highest levels of Francophones outside Montreal, were chosen to implement this strategy. The goal is to allow these stations to acquire expertise in the production of programs other than information.

In terms of volume, the contribution of regional and affiliated stations to the network schedule went from 16% in 1993-94 to 14% in 1994-95. This slight decrease is due in large part to the restoration of the morning news and information package (*SRC Bonjour* has become *Bon matin)* to Montreal. The regional stations and affiliates have nevertheless gone on producing regular programs, such as *La Semaine verte* and *Génies en herbe* in Quebec City, *Les 7 jours de Soeur Angèle* and *Manigances* in Ottawa, *Country Centre-ville* in Moncton, *Les Christine* and *Entrez la visite!* in Sherbrooke.

Within the programs produced in Montreal, there are windows open on all parts of the country. The national crews working on the magazine program *Le Point* in Moncton, Quebec City, Ottawa, Toronto, Winnipeg, Regina, Edmonton and Vancouver produced 24% of the reports carried on *Le Point* and 12% of those on *Le Point médias.* This is a major increase over the previous year, when the contribution to *Le Point* by regional crews was 17%. Occasionally, these crews also produce reports for the other news programs.

*French Television (cont'd)*

### Program Sources, CBC French Television

Percentage of Total Broadcast Time
Sign-On to Sign-Off, Fiscal Years, April to March

| | 92-93 % | 93-94 % | 94-95 % |
|---|---|---|---|
| CBC Montreal | 42 | 45 | 43 |
| RDI | – | – | 2 |
| Regional Stations | 10 | 10 | 7 |
| Affiliates | 5 | 6 | 7 |
| Co-productions (Network) | – | – | 1 |
| Independent Producers | 13 | 13 | 13 |
| Regional Co-productions | – | – | 2 |
| Other Canadian Productions | 1 | 1 | 1 |
| Foreign Programs | 29 | 25 | 24 |

The network reflected cultural life in the regions as part of special events, for instance, the FrancoFolies de Montréal, the Festival international d'été and the Carnaval de Québec, the Festi-Jazz international in Rimouski, the Festival franco-ontarien in Ottawa, the Calgary Stampede and the Festival du Voyageur in St. Boniface. During the summer of 1994, Acadia invited all Acadians from around the world to the world acadian congress Retrouvailles 94. On Monday, August 15, the Acadian national holiday, Acadia, addressed the world on a "megashow" carried live on French Television, and by delayed broadcast in France, Belgium, Switzerland and on TV5. Some 822,000 viewers watched the show on CBC.

Above all, French Television has contributed for more than 40 years to the development of Francophone culture in Canada. It has trained the artists, the craftspeople and the technicians who have made the television service one of the best in the world. The contribution of CBC to the cultural life of Francophones is matched by its support for the industry. The fees paid every year to the writers, researchers, actors and musicians, and the amounts paid to independent producers help maintain an extremely dynamic industry.

### Support of CBC French Television to the Canadian Culture Industry

Fiscal Year, April to March

| | 92-93 | 93-94 | 94-95 |
|---|---|---|---|
| | (millions of dollars) | | |
| Fees[1] | 13.8 | 12.9 | 10.8 |
| Payments to independent producers[2] | 9.0 | 8.5 | 10.6 |

1 AFM, Union des artistes and SARDEC
2 CBC investments in programs broadcast during the year and produced in collaboration with Telefilm Canada

## NEWS AND INFORMATION

**Objective:** Consolidate our leadership in news and information.

In 1994-95, News and Information on French Television was again perceived as the standard in the public mind. Each year, in fact, the network conducts an annual television enjoyment survey among Francophones, with participants selected from the main French Television market (Quebec, Ontario and New Brunswick). In response to a question about the network providing the best current affairs coverage, 37% of the respondents selected CBC, compared to 29% who chose TVA. Furthermore, it is interesting to note that, barely a month after its inauguration, RDI had won the allegiance of 7% of the people surveyed.

*Le Téléjournal* and *Le Point* again this year set the tone for our news and information mission and, more than ever, constituted one of the distinctive elements of French Television programming. On the national level, our pre-referendum coverage, already under way for some time, created an event with a major special produced jointly with English Television on February 16, 1995, *Un pays en question.*

During the summer of 1994, CBC crews kept a close watch on the Quebec election campaign. For the first time in 32 years, the leaders of the main political parties agreed to take part in a televised 90-minute debate, which was broadcast simultaneously on CBC, Radio-Québec and TVA.

*French Television (cont'd)*

BEST CURRENT AFFAIRS NETWORK

According to Francophones, 18+, Main French Television Market, 1994-1995 surveys

| | CBC % | TVA % | TQS % | RDI % | OTHERS % | DON'T KNOW % |
|---|---|---|---|---|---|---|
| November 91 | 34 | 32 | 12 | – | 20 | 2 |
| November 92 | 37 | 33 | 12 | – | 16 | 2 |
| March 94 | 33 | 37 | 14 | – | 15 | 1 |
| February 95 | 37 | 29 | 10 | 7 | 15 | 2 |

Source: CBC Research, Montreal

Elsewhere in the world, the current affairs scene was particularly tumultuous. Network correspondents were found in the planet's "hot spots" in the thick of tragic events. For example, a crew from *Le Point* taped the first North-American images of the massacre of thousands of Tutsis in Kigali, Rwanda, last June. Even the American network CNN was not yet on the site and had to use CBC pictures. The crew produced a series of reports which were broadcast on *Le Point* and *Prime Time News* on the English network.

To maintain its leadership in news and information, CBC French Television has a network of correspondents deployed in strategic locations around the world. This year, in the wake of the North American Free Trade Agreement (NAFTA), we opened a bureau in Mexico City so we could keep an eye on all the effects of this new economic arrangement on Canadians. This new bureau also enables us to provide coverage of Latin America. In Europe, the French and English networks decided, in close cooperation, to consolidate their operations. Starting in September 1995, the bilingual correspondent now located in Berlin will be transferred to London to serve the needs of both networks.

Other national and international current events were the subject of specials, for instance, the 50th anniversary of the landing in Normandy, the royal visit in August, the social program reform, the Governor-General's swearing-in ceremony, the unveiling of the federal budget and so on.

The main achievement of the year, however, was the granting of a licence for the *Réseau de l'information*, its creation and its inauguration on January 1, 1995 (see *Le Réseau de l'information*, p.58).

### AUDIENCES

**Objective:** Remain a popular and relevant television service.

Homemade French television programs are always very popular among Francophone audiences: the share of conventional French-language television in the Francophone market generally varies between 75% and 80%.

With a 24% share of that market for the full day during the 1994-95 regular season, CBC French Television ranked second with the Francophone viewing audience. During the peak viewing period, CBC and the private network TVA shared first place with a 30% share. The remainder of Francophone viewing to French-language television was split between one other private broadcaster, one provincial education network and nine specialty or pay-tv services.

CBC FRENCH TELEVISION SHARE OF ALL FRANCOPHONE VIEWING

Season to March

| TIME PERIOD | 92-93 % | 93-94 % | 94-95 % |
|---|---|---|---|
| 6 a.m. – 2 a.m. | 25 | 26 | 24 |
| 7 p.m. – 11 p.m. | 30 | 33 | 30 |

Source: CBC Research (BBM)

## MANAGEMENT OBJECTIVES

### NEW TECHNOLOGY

**Objective:** Continue modernization of our production and broadcasting infrastructure.

In the newsrooms of the main network and RDI, we installed the Basys system, already in operation at ABC, NBC, CNN and the BBC. This system uses computers to fully automate the writing and production of televised newscasts. As funds become available, this system will also be installed in our regional newsrooms so we will have an integrated network across the country.

We developed Mediadex, a system that uses a personal computer to access the images, sound and texts of programs broadcast on French Television. Mediadex uses the latest multimedia technology and is accessible on PCs within the Maison de Radio-Canada by means of a local area network.

*French Television (cont'd)*

In Brussels, in February, 1995, CBC demonstrated Mediadex for the first time at the G7 ministers' conference on the information society.

## ALLIANCES

**Objective:** Consolidate and develop our strategic alliances.

For the past few years, Francophone broadcasters have understood that, in some areas, it is in everyone's interest to combine forces rather than compete with one another.

Thus, the arrival of RDI was an opportunity to lay the foundations for new types of cooperation among Francophone television broadcasters. Several Canadian Francophone broadcasters contribute to the schedule and cooperation agreements have been concluded with European Francophone public networks.

In the Francophone market, cooperation is on the agenda when issues that may affect the industry are involved. During the CRTC public hearing in March 1995, to discuss the information highway, CBC French joined a group made up of the main partners in the Francophone broadcasting system (the Association des producteurs de films et de télévision du Québec, Cogéco Radio-Télévision, the Guilde des musiciens du Québec, the Réseau de télévision Quatre-Saisons, the Société des auteurs, recherchistes, documentalistes et compositeurs [SARDEC], Radio-Québec, Télé-Métropole and the Union des artistes) to defend a shared position on the special characteristics of the Francophone system.

CBC French Television continues to participate actively in TV5, the international French-language television service, whose schedule consists mainly of productions by public and private television from French-speaking countries around the globe. TV5, which is distributed by satellite throughout much of the world (Europe, Asia, Africa, Latin America and Canada), could go on the air in the U.S. in 1996.

The network also confirmed its interest in participating in the launching and activities of CESAM (Centre d'expertise et de services en applications multimédias), a centre whose purpose is to facilitate and promote the technological and commercial development of new multimedia applications and content. The creation of the centre is the product of a cooperative effort by several businesses well known in the areas of telecommunications, computers and audiovisual production.

## PRODUCTIVITY

**Objective:** Increase our productivity.

During fiscal 1994-95, before the federal budget was presented in February 1995, French Television, like all other CBC components, took part in the In-Depth Review, which was to reduce the basic budget by 5.5% over the next three fiscal years. Several concrete measures were implemented. We also initiated an in-depth review of production and management models.

## ADVERTISING REVENUE

**Objective:** Generate advertising revenue at the lowest possible cost.

During the fiscal year, the Sales team was reorganized—areas were consolidated, support staff performance was improved, certain administrative tasks were revised and sponsorship was developed. This reorganization, accompanied by a staff cut, should result in a sales cost of less than 9% for 1995-96, a 2 point drop compared to the previous year.

## FUTURE PROSPECTS

In a speech given to the Montreal Chamber of Commerce on April 4, 1995, the Vice-President, French Television, stated:

"The world has changed and the CBC must change with it.

"This is a process that has been under way for a few years now with a view to streamlining and modernizing operations, a process that will be speeded up by the latest government decisions. All the leaders and all the employees of the CBC are aware of this reality.

"The CBC will therefore become a streamlined, more modern and more competitive undertaking, which is well managed on the inside and more dynamic on the outside in terms of markets and partnerships.

"The story of French-language television in Canada has been and remains an unprecedented success. Radio-Canada was part of the story right from the beginning, it has evolved with it as changes occurred, and it has played a role in the success of French-language television. It is now faced with an extraordinarily demanding challenge.

"The message I would like to bring you today, on behalf of myself and the entire management team of French Television, its staff and its partners, is that we will not spare any effort to continue offering the public relevant, popular and quality television."

# ENGLISH RADIO

In spite of the proliferation of other media, English Radio continues to be a highly effective and efficient means of fulfilling the CBC's mandate, as expressed in the Broadcasting Act, to "reflect Canada and its regions to national and regional audiences, *while serving the special needs of those regions, actively contribute to the flow and exchange of cultural expression [and] contribute to shared national consciousness and identity.*"

CBC Radio and Stereo are Canada's national public radio service: distinctive, Canadian, non-commercial, and rooted in the communities and regions of the country. Ten large network and regional production centres and 23 community stations and bureaus produce a total of almost 80,000 hours of programming a year. Approximately 60% of the schedules originates outside Toronto. A network of almost five hundred transmitters, stretching across six time zones, brings CBC Radio to virtually all, and CBC Stereo to about three-quarters, of English-speaking Canadians. The services are also available via satellite and on many cable systems.

English Radio is a single, integrated service, delivered on two complementary networks. CBC Radio is primarily an information service, enriched with popular performance programming. It includes over 40 hours a week of local and regional shows, alongside network programs which also include substantial regional contributions. CBC Stereo is primarily a cultural service, dedicated mainly to classical music (plus jazz, folk and pop music), spoken word performance and arts journalism, plus national newscasts. It is a showcase for Canadian creative and performing talent, recorded in all parts of the country and broadcast to a national audience.



## HIGHLIGHTS

### WEEKEND SCHEDULES

One of the year's major programming initiatives was the comprehensive redevelopment of the weekend schedules on both CBC Radio and CBC Stereo. The new schedules were launched in September 1994. They received considerable press attention and largely





**Pictured clockwise are:**
Mary Lou Finlay, **Now the Details**; Bernie McNamee, **The World This Weekend**; Leora Kornfeld, **Realtime**, Vancouver; Ian Brown, **Sunday Morning**; Richard Inwood, National Kidney Foundation, presenting **1994 Media Award** to Judy Maddren, **World Report**; Olga Milosevich, **Music Alive**, Halifax.



favourable audience response. A total of 11 new programs were introduced, all funded through internal redirection. As well, the schedules were redesigned to improve flow and consistency, and new presentation formats were introduced to guide listeners from one program to another.

The new weekend programs include:

- Half-hour Saturday and Sunday newscasts, entitled *The World This Weekend;*
- A completely redesigned *Sunday Morning,* with a new host, Ian Brown;
- *Now The Details,* a weekly program about the media, including the CBC;
- *On Stage,* presenting live concerts from the Glenn Gould Studio and the concert halls of Europe;
- New homes for radio drama on *Sunday Showcase* and *The Mystery Project;*
- New programs for younger audiences: *Definitely Not The Opera* and *RealTime;*
- *Tapestry,* a program about spirituality and human values, hosted by Peter Downie;
- *Sound Advice,* a record review show for newcomers to classical music;
- *Random Sampling,* a showcase for innovative short series.





## SPECIALS

Throughout the year, CBC Radio and Stereo presented numerous high-profile program specials. One of the most notable was our extensive on-site and on-air presence at the Commonwealth Games and Cultural Festival in Victoria, B.C. during August 1994. Our News and Current Affairs journalists provided comprehensive, in-depth coverage of two

# CBC English Radio Schedule

*January - March 1995*




Network program produced entirely in Toronto

Network program with regional contributions

Network program produced in regions

Local/regional program produced in regions

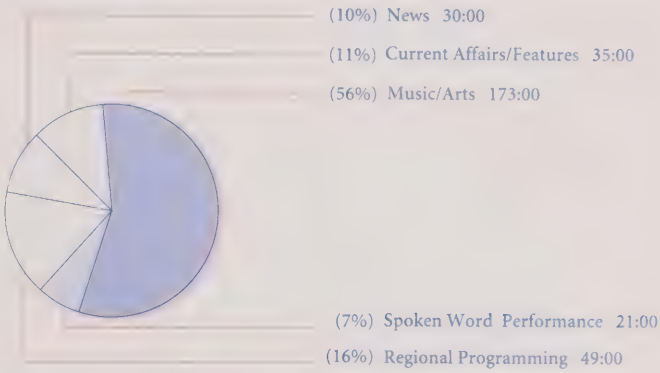
*English Radio (cont'd)*

important election campaigns: in Quebec and South Africa. The musical and spoken word performance areas also had a busy year. It's impossible to list all their numerous special projects, but here are a few memorable highlights: two Gabriel Award winning documentaries to mark the 400th anniversary of the death of Italian composer Palestrina; a series of programs on jazz musician Oscar Peterson; a live broadcast to Europe to celebrate the 90th birthday of English composer Sir Michael Tippett; the Commonwealth Drama series, featuring dramatizations of Michael Ondaatje's "The English Patient" and "In the Skin of a Lion," among others; a series of Stratford Festival co-productions in the Glenn Gould Studio; and "Cathedral Songs," a public celebration from the Barbara Frum Atrium of the Canadian Broadcasting Centre, including the world premiere of a work written especially for this unique space by Canadian composer Glenn Buhr.

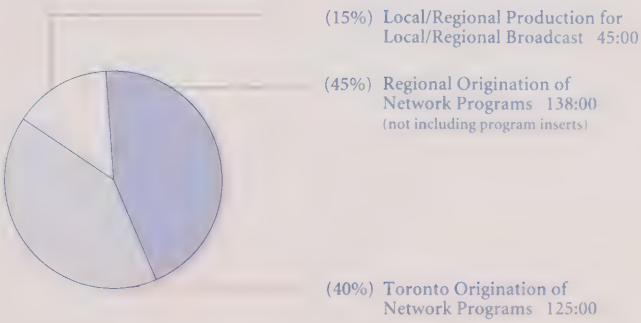
## CBC Radio and Stereo Combined Sources of Programming

One Typical Week, 1994-95 Season (308 hours)

**By Department**




**By Production Location**




# Programming Objectives

### JOURNALISTIC LEADERSHIP

**Objective:** Build on our strength and reputation in journalistic leadership and independence.

Two major journalistic programming initiatives were included in the redesigned weekend schedules, launched in September 1994. Half-hour Saturday and Sunday newscasts were introduced on both networks, and the flagship current affairs program *Sunday Morning* was substantially redeveloped. Radio and Television joined forces to open new "bimedial" news bureaus in New Delhi and Mexico City. New programs were introduced to increase the accountability of CBC Radio journalists to their listeners.

At the end of the fiscal year, plans were in place to reach two more journalistic milestones. One is a pilot program to begin syndicating CBC Radio News to private radio stations. The other will achieve the long-standing goal of making CBC Radio a 24-hour service by presenting the best information programming of other English-language public broadcasters around the world, plus hourly CBC Radio newscasts, during the overnight hours of 1 to 6 a.m.

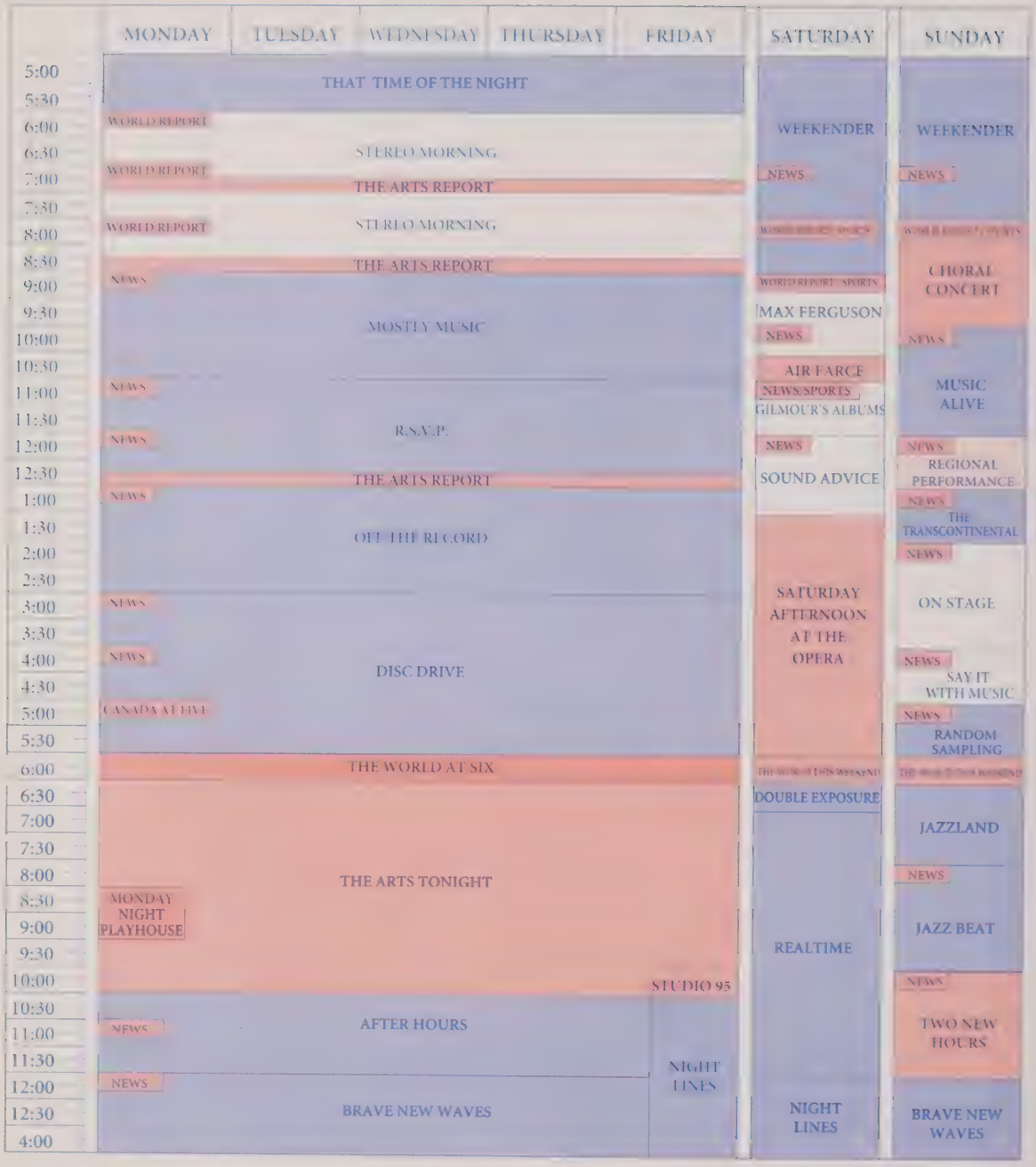
### CULTURAL LEADERSHIP

**Objective:** Build on our strength and reputation as leaders in cultural programming.

CBC Radio and Stereo continue to play a leadership role in the production and broadcast of Canadian creative and performing talent. Again this year, our microphones were at hundreds of cultural events across the country, from

# CBC English Stereo Schedule

*January - March 1995*




Network program produced entirely in Toronto

Network program produced in regions

Network program with regional contributions

Local/regional program produced in regions

*English Radio (cont'd)*

*" CBC Radio is our connection to the rest of Canada. It is a common link, and a national voice. With the changes in Canada in recent years, I have become more nationalistic than ever. I want to protect the best of what we have here, both culturally and economically. I think that runs side by side with my feelings about CBC Radio."*

*– A CBC listener*

the Winnipeg New Music Festival, to the Shelburne Fiddle Contest, to the Congrès mondial acadien, to our own competitions for Young Composers and Amateur Choirs (mounted jointly by English and French Radio), to regional initiatives like the Atlantic Song Contest. Over 50% of all pop music and about 35% of all classical music played on the networks is Canadian. Half of all original drama production takes place outside of Toronto. In spite of budget reductions, English Radio continues to meet its historic commitment to expenditures on Canadian musicians.

This past year, the Glenn Gould Studio at the Canadian Broadcasting Centre in Toronto consolidated its role as the nationally and internationally recognized home for prestigious, critically acclaimed, sold-out, public performances and broadcasts of music and drama (notably the *On Stage* concert series and a Stratford Festival winter season). Over the summer, a series of interdisciplinary variety specials was produced in regional centres. The year also saw something of a renaissance in Radio Drama, and major successes in developing and showcasing new comedy talent.

## REFLECTING OUR COUNTRY

**Objective:** Ensure that our programs reflect regional realities and values.

English Radio is rooted in the regions of Canada: 60% of the CBC Radio and Stereo schedules are devoted to programs entirely originated in the regions. This includes 45 hours a week of local and regional programming, concentrated in the prime weekday morning, noon and afternoon listening periods. Local/regional programming occupies approximately one-third of the CBC Radio schedule, yet accounts for almost one-half of its listenership. In terms of the network schedules, 60% of network programming consists of program originations and contributions from outside Toronto.

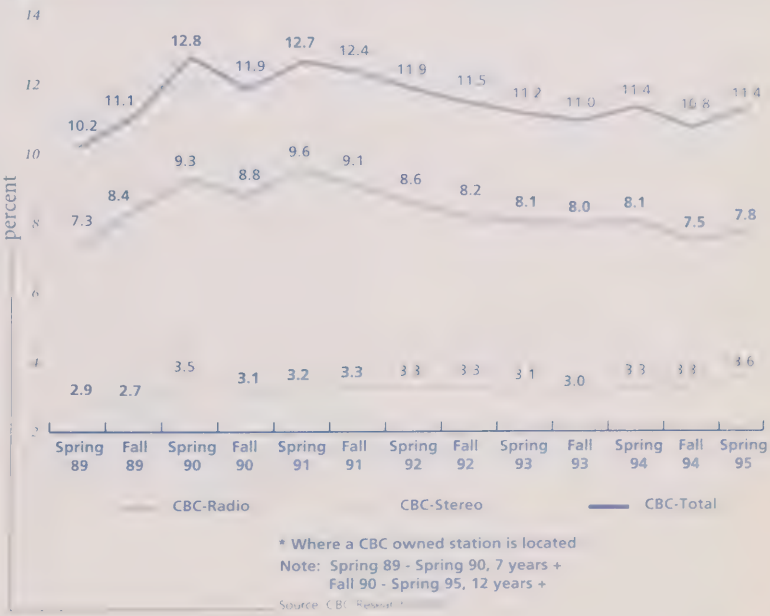
English Radio remains committed to maintaining its local presence across the country and finding ways to open new bureaus in underserved areas such as Victoria, B.C., London and Kingston, Ont., in spite of budgetary constraints. (See also *Regional Broadcasting*, p. 52).

## AUDIENCE LEVELS

**Objective:** Improve the service we provide to Canadians. Increase its impact, broaden its range and expand its listenership.

Audience shares for CBC Radio and CBC Stereo, as measured by BBM, have remained quite consistent over the past five years. In recent years, however, CBC Radio has experienced a gradual but consistent decline in listenership, amounting to an overall drop of approximately two share points from

CBC Radio and Stereo Share of Anglophone Listening in CBC Areas *




* Where a CBC owned station is located

Note: Spring 89 - Spring 90, 7 years +
Fall 90 - Spring 95, 12 years +

Source: CBC Research

*English Radio (cont'd)*

the record high levels of the early 1990s. CBC Radio's share of Anglophones listening in fall 1994 was virtually equal to its share in spring of 1989: just under 8%.

In spite of increasing competition, the combined average share for CBC Radio and Stereo in the spring and fall 1994 ratings was identical to that achieved in 1993: 11.1%. During the same period, BBM reports that the two networks achieved a record high average combined unduplicated reach of 3,393,000, or 17.5% of the Anglophone population of Canada. The CBC's own Annual Media Survey indicates that English Radio services are much more widely used than BBM ratings suggest; 32% of Anglophone adults say they listen to CBC Radio or Stereo at least once a week.

Some individual stations did particularly well in the Spring and/or Fall 1994 ratings. Ottawa and Fredericton led all stations in their markets; Vancouver and Halifax were ranked second in their markets. Morning shows captured first or second positions in St. John's, Charlottetown, Halifax, Fredericton, Saint John, Ottawa, Calgary and Vancouver.

Nevertheless, there are disturbing trends. CBC Radio suffered erosion of half a share point in the Fall 1994 BBM ratings. The average age of our audience continues to be considerably higher than that of the population as a whole. Strategies for addressing these problems include initiatives in the areas of programming, coverage and promotion.

There are other indications that CBC Radio and Stereo continue to be highly valued by Canadians. Each year, CBC Research conducts a Qualitative Radio Study. The 1994 results were the best in five years; 94% of listeners are "very satisfied" or "quite satisfied" with English Radio programming, and 93% think the services are doing "very well" or "quite well" at fulfilling their mandate. Twenty-six individual programs earned higher qualitative indices than last year.

Among other qualitative measurements of our programs are the awards they win. 1994 was another banner year in this regard, as CBC Radio and Stereo were honoured with over two dozen awards from national and international festivals and competitions. Awards were won by programs produced in every province and the Northwest Territories; proof that excellence is alive and well throughout the English Radio service.

## Management Objectives

### TECHNOLOGY

**Objective:** Use technology in production and distribution to improve quality and productivity, and to develop new ways of delivering our services.

The past year saw the introduction of an entirely new form of radio production called Desktop Radio. It uses a system of networked personal computers, connected to a central server, to manipulate both audio and text material. There are significant benefits in quality, immediacy and efficiency. All sound clips heard on national newscasts are now recorded, edited, lined up and played back on Desktop Radio. The use of this technology will be expanded across the country over the next two years.

The replacement of analogue by digital technology in the network presentation area led to a 50% increase in efficiency, coupled with a 40% decrease in on-air errors.

The CBC continues to play a leadership role in the development of Digital Radio broadcasting, which will be available to consumers within the next year or two. It will offer CD-quality sound, with no interference or fading, as well as the capacity for ancillary data services in conjunction with the audio program (alphanumeric and graphic displays, weather and traffic advisories, etc.).

In the meantime, we continue to work to improve conventional AM and FM transmission. CBC Stereo went on the air in Charlottetown in the fall of 1994; now all Anglophone provincial capitals are among the 75% of the population which can receive the Stereo service over the air. A major current preoccupation is to seek opportunities to move CBC Radio from the AM to the FM band in major urban centres where AM coverage is unacceptably poor for technical reasons.

During the past year, English Radio became the first CBC component to appear on the Internet. It has quickly become an important point of connection between programs and audiences. By year's end, Internet users were logging onto CBC Radio pages an average of 27,000 times a week.

*English Radio (cont'd)*

## ENTREPRENEURSHIP

**Objective:** Increase the profile and value of CBC English Radio, and generate additional revenue, by marketing our programs and services, and by entering into strategic alliances with other organizations.

CBC Radio and Stereo are, and will remain, commercial-free. At the same time, given the financial environment, English Radio is responding to the need to find new ways of maintaining existing services and undertaking new initiatives. Private sector support is being accepted for selected special projects, within the limits of CRTC license conditions and English Radio's own strict internal guidelines. Cultural enterprises like CBC Records and the Glenn Gould Studio at the Canadian Broadcasting Centre have been placed on a full cost recovery basis. Additional revenue is being generated from the rental of studio, transmitter and subcarrier facilities.

Like other public radio broadcasters around the world, CBC English Radio recognizes that its long-term future depends on the proliferation of additional services. During the course of the year, considerable progress was made towards developing a "multichannel strategy," using alternative means of distribution such as cable, satellite and syndication. These additional services will depend upon strategic alliances with private sector partners.

## PRODUCTIVITY

**Objective:** Ensure that the maximum possible value is obtained from the use of financial and other resources in the production of our programs.

During the past year, English Radio participated in corporate efforts such as the In-Depth Review and the Regional Operations Review, designed to increase productivity and reduce costs. At the close of the year, English Radio was planning further reductions in response to new corporate financial constraints. Altogether, English Radio's annual base budget was reduced by more than 6% between fiscal year 1993-94 and fiscal year 1995-96. In addition, English Radio made further productivity gains beyond those required to contribute to corporate budget reductions, in order to redirect resources to top-priority new initiatives such as the redevelopment of the weekend schedules and the introduction of overnight programming on the Radio network.

*" CBC English Radio is an excellent radio network. The programs are of an outstanding quality, diverse and thoroughly entertaining. The subject matter is very relevant, and challenges the mind. It offers a standard of programming that is admired in Canada, as well as around the world. CBC English Radio is an invaluable part of our Canadian culture, heritage and identity. The regional programming is also of very high standards. Please continue to keep up the good work and the high standard of programs."*

*– A CBC listener*

Every effort has been made to minimize the impact of these reductions on program services. There have been substantial savings in the management, administration and support areas. Through the use of new technology and innovative reorganization of work methods, significant efficiencies have been achieved in the way programs are produced. As a result, all local and regional stations and time periods have so far been preserved, and no network programs have as yet had to be cancelled for budgetary reasons.

At the same time, however, it has been impossible to avoid some audible impacts. Further reductions have been required in the number of freelance contributions and the quantity of original drama and documentary production. Some programs have been shortened, and/or had their seasons reduced. Over time, ongoing budget cuts inevitably impair our ability to maintain the originality and distinctiveness of our programming.

English Radio continues to participate in corporate strategic planning to develop options for coping with further major budget reductions in coming years. We are counting on still more productivity increases through the expanded use of new technology, radically increased workforce flexibility, and greater accountability by programmers for all the resources they use. Nevertheless, it is clear that any additional reductions will fundamentally alter both the quality and quantity of English Radio services, both at the networks and in the regions.

# FRENCH RADIO

French Radio is in a class of its own. It is the only public French-language broadcaster in North America, and is thus a unique means of communications among Canada's Francophones. *In many parts of the country, only the CBC offers local and regional programming in French. It also provides its listeners with regular contact with the Francophone world abroad.*

French Radio is made up of an AM and a Stereo network. Both services have personalities all their own that enable them to meet the specific needs of their listeners and ensure their loyalty.

Listeners who are seeking reliable information, who need details about local and regional activities, who are interested in accounts of daily life, sociocultural activities and popular music in French can always turn to the AM network.

Lovers of classical music and jazz, those wishing to discover Canadian composers and musical groups, and those interested in culture find what they need to satisfy their tastes on the FM Stereo network.

French Radio is also deeply rooted in the regions. In fact, whether public or private, only radio stations that are firmly anchored in the community can be sure of their audience's attachment. Local programming is closely linked to the very nature of the medium. Surveys show that local programming is the sign of relevant radio and that peak listening times are always linked to periods of local programming.

This is why a minimum of 29% of the AM schedule is dedicated to local and regional programming, and why such programming is largely scheduled during prime time, that is, the morning and going-home hours, as well as Saturday and Sunday mornings. Local and regional audiences can therefore be sure to find a service strongly focused on their community at the best listening times.

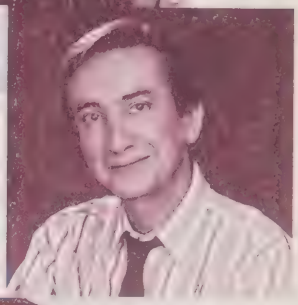
## DISTINCTIVE RADIO

Despite the increased number of sources of news and information, on both the national and international scenes, French Radio continues to set the standard in news and information. This becomes increasingly significant at a time when, elsewhere, private radio









**Pictured clockwise are:**
Jacques Clermont, **Religions et sociétés**; Michel Picard, **Tournée d'Amérique**, Ottawa and other regions; Sylvie, Lise and Domique Payette, **Un air de famille**; Gérard Gravel, **Faut se parler**, Toronto; Monique Giroux, **Les Refrains d'abord**; Jean Racine, **Tout compte fait**; Raymonde Riou, **Sur le goût de la langue**, Rimouski.

stations are gradually withdrawing from news and information because of the economic situation.

French Radio also stands out for its specialty programs such as the network magazine show *Les Affaires et la vie* and *La Belle Vie*, a seniors program originating in Rimouski; for programs like *En scène* and *Atelier de création*, which offer weekly access to theatre works on the FM Stereo network; and for the major support it provides for the development of Canadian talent.

In popular music, French Radio presents a much more eclectic choice than private radio stations and is less concerned with the hit parade; 95% of the songs it carries are in French.

Finally, the non-commercial nature of CBC French Radio is applauded in enjoyment surveys and in letters from listeners as a major feature of its distinctiveness.





## HIGHLIGHTS



### INNOVATIVE RADIO

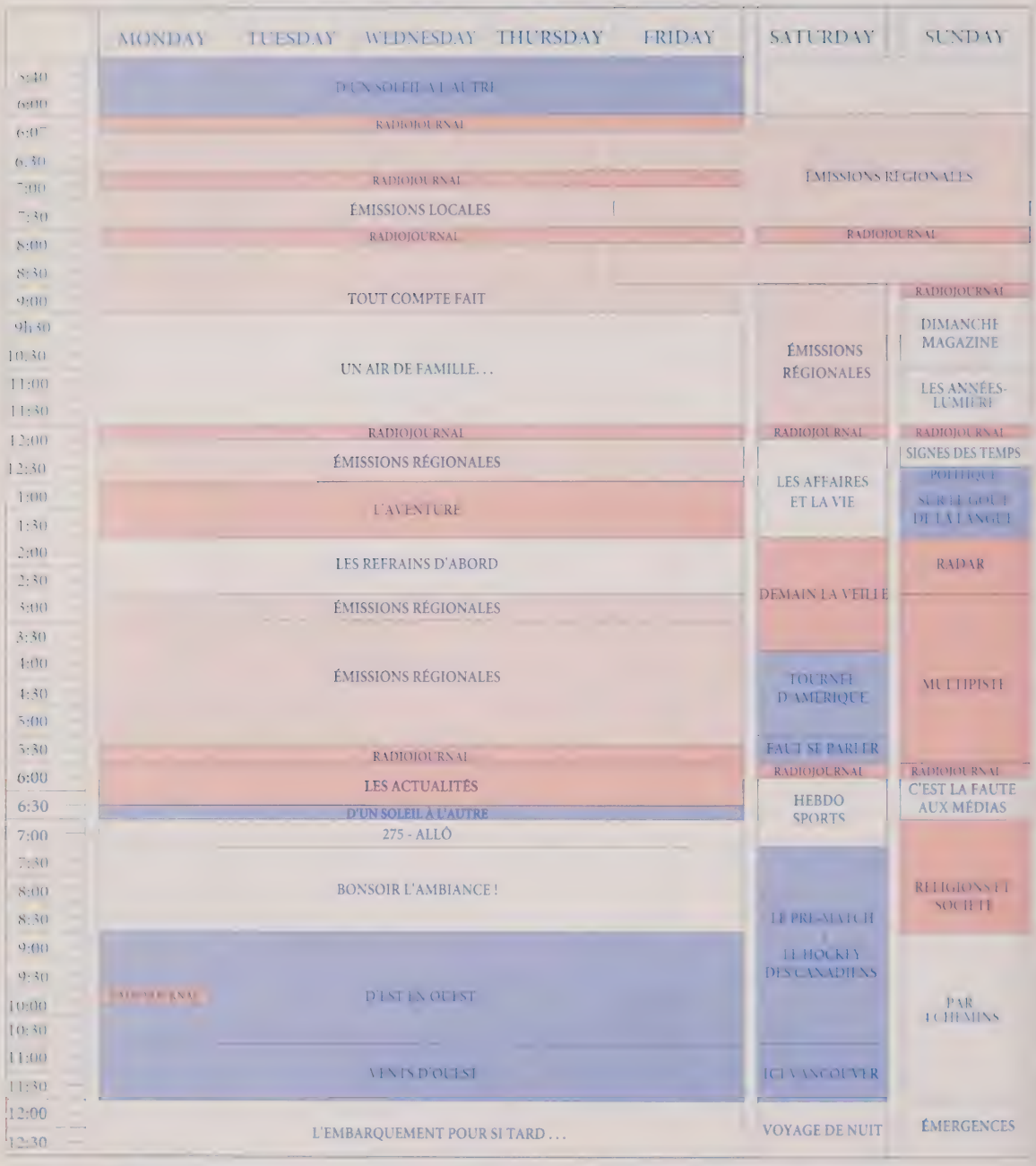
This year, French Radio undertook a major restructuring within FM Stereo management and also made a number of programming changes to that network to confirm its positioning as the French Radio "cultural network."

In February 1995, the Vice-President of French Radio set up a working committee, whose mandate may be summarized as follows:

- evaluate the costs and relevance of the competitions, prizes and events in which French Radio is involved;

# CBC French Radio Schedule

*September 1994 - June 1995*




- Network program produced in Montreal
- Network program produced in region
- Network program with regional inserts
- Local/regional program

*French Radio (cont'd)*

- see what services could be created by using new technology;
- seek new opportunities for consumer products;
- study the possibility of partnerships and means of increasing visibility.

The committee's recommendations are expected to be ready by the end of June 1995.

In the fall of 1994, the 16 production centres stretching from the Atlantic to the Pacific decided to enrich their programming by pooling their ideas for new and original program content. Hence the birth of "Radio 16," a production exchange service that enables listeners from various parts of the country to hear a daily press review, a weekly magazine review, a weekly vignette, regular features about visible minorities and daily sportscasts. A number of interviews and special reports have also been made available.

### OUTSTANDING RADIO

Once again, French Radio craftspeople were commended for their outstanding work with various awards, such as:

- the Prix Judith-Jasmin, awarded by the Quebec Federation of Professional Journalists to Johanne McDuff, for her coverage of the tainted blood scandal broadcast on *Dimanche Magazine*; and the prize for best public affairs report, given by the Canadian Association of Journalists;
- the Prix Michel-Normandin, awarded by the Association de la presse sportive du Québec to Robert Frosi, for a documentary broadcast on *Hebdo Sports* on former participants in the Canada Games;
- the Prix de l'Office des psychologues du Québec, awarded to the program *275-ALLÔ* for the quality of the hosts' attitude towards children and the quality of the answers given to the questions submitted;
- the reporting prize given by the Association canadienne des rédacteurs scientifiques to Yanick Villedieu, host of *Aujourd'hui la science*, for a story about the Généthon research factory in Paris;
- a Molson Prize for leisure journalism, awarded to Blaise Gagnon of Sept-Îles and Dany Braun of Montreal;
- at the Gala de l'ADISQ, a Félix awarded to the recording "Hommage à Par 4 chemins", a coproduction by French Radio and Productions Rubicon;
- in Chicoutimi, a certificate recognizing the contribution made by CBJ, issued by the Regional Committee for the International Year of the Family;
- the Prix Radio 1994, received by CKSB in St. Boniface, for the series *Les Petites Oreilles*, from the Social Communications Office.

## PROGRAMMING OBJECTIVES

### REFLECTING THE COUNTRY

**Objective:** Offer listeners distinctive, innovative, top-quality programming, which is an expression of the country and meets the demands of a public radio mandate and listeners' needs, consistent with the financial resources available.

French Radio has always ensured its programming bears the seals of quality, relevance, diversity and innovation.

### SCHEDULE ANALYSIS, CBC FRENCH AM RADIO NETWORK

Typical Week, 1994-95 Season, Sign-On to Sign-Off (131:33 hrs:min)

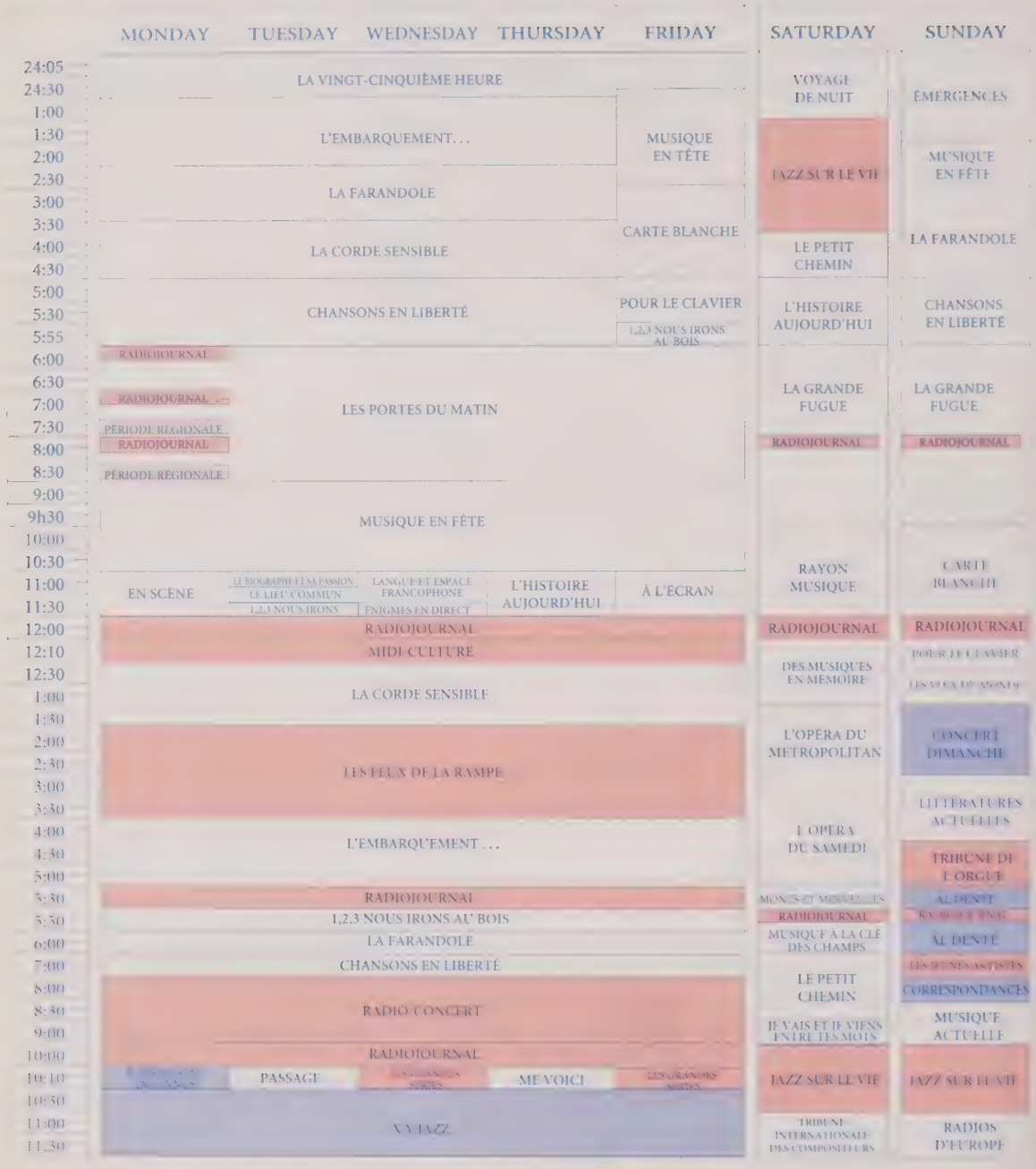


(56%) General Information 73:25
(1%) Program Promotion 1:40
(3%) Agriculture 3:10
(4%) Sports 5:15
(5%) Religion 6:33

(31%) News/Current Affairs/ Public Affairs 41:30

# CBC French Stereo Schedule

*January - March 1995*




Network program produced in Montreal

Network program produced in region

Network program with regional inserts

Local/regional program

*French Radio (cont'd)*

### Innovation

Four new programs were added to the AM schedule in the fall of 1994:

- the social and cultural magazine show *Un air de famille*, broadcast mornings from 9:30 a.m. to noon;
- *Les Refrains d'abord*, a program on French songs, first broadcast in the summer and then extended throughout the year;
- from Toronto, *Faut se parler*, a cross-Canada phone-in program providing Francophones with the opportunity to express their ideas and discuss them;
- *Religions et sociétés*, a new religious magazine show concerning the profound transformations of the religious phenomenon.

On the FM Stereo network, the regional stations were given the opportunity of breaking away from the network twice a day, from Monday to Friday, to offer listeners information focusing more on cultural life in the region.

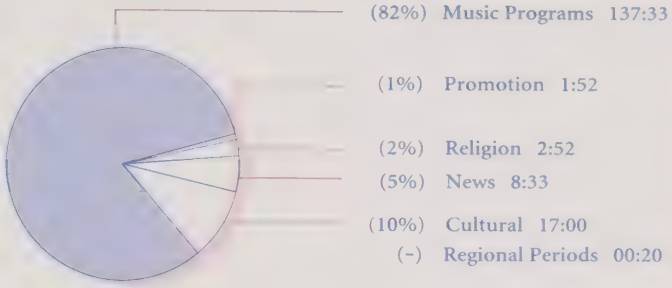
FM Stereo network innovations included:

- *Midi-culture*, a new multidisciplinary cultural magazine show broadcast weekdays;
- *Monts et merveilles*, a weekly rendezvous with some 20 French-speaking story-tellers;
- *Concert dimanche*, which features mostly chamber music and recitals;
- *Al Dente*, a pleasant selection of recorded music from Ottawa.

Since January 1995, the FM Stereo network added *Rayon musique*, a magazine show that explores the universe of records and music, and *La vingt-cinquième heure*, an eclectic music program.

### Schedule Analysis, CBC French FM Stereo Network

Typical Week, 1994-95 Season, Sign-On to Sign-Off (168:00 hrs:min)




### Specials

The Congrès mondial acadien, an international event, received major coverage, from the networks and from the Moncton station which produced over 140 hours of programs and tapes.

Included among the news specials were programs on the 50th anniversary of the landing in Normandy, the Commonwealth Games, the Quebec elections, the International AIDS Conference and the Canada Games.

### A Wide Range of Programs

French Radio's broad range of programming seeks to meet varied needs and tastes. For example, it offers programs for consumers (*Tout compte fait*); for jazz lovers (*Jazz sur le vif*); for lovers of intrigues (*Énigmes en direct*); for music lovers (*Radio-concert*); for history buffs (*L'Histoire aujourd'hui*), and many more.

### Audiences

Over the past five years, the French AM and FM Stereo networks have maintained their relative importance in an increasingly competitive setting.

In the spring of 1995, French Radio achieved its highest results of the past four years, when it reached 940,000 different listeners during a typical week. The total reach of the AM network was 704,000 individuals, who spent an average of 8.8 hours weekly listening to its programs. During a typical week, the FM Stereo network reached 366,000 different listeners, who tuned in for an average of 7.3 hours weekly. Finally, 14% of the audience listened to both the AM and FM Stereo services.

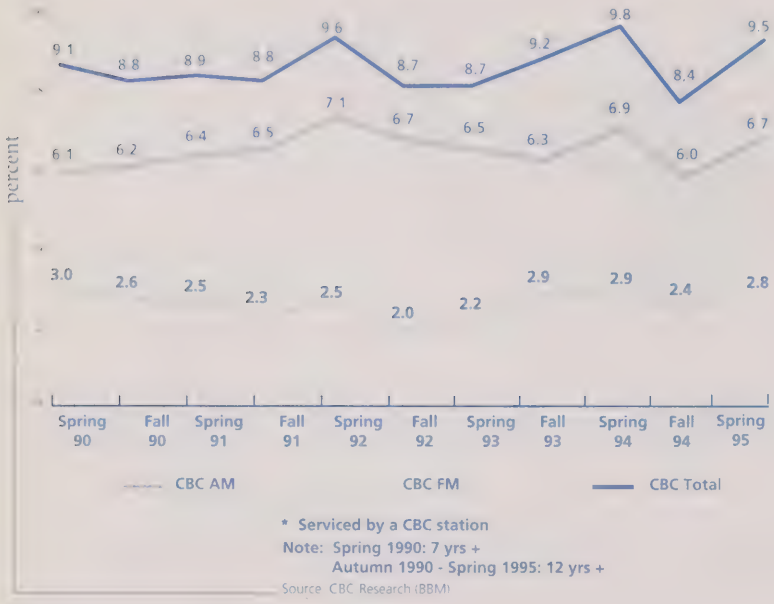
Over the past five years, overall, the CBC French AM and FM Stereo networks have basically maintained their relative importance in a context that is ever more competitive. In the spring of 1995, CBC accounted for 9.5% of hours tuned among French radio stations. These hours break down as follows: 6.7% for AM and 2.8% for FM Stereo.

The relative consistency of hours tuned by AM radio listeners is particularly impressive at a time when Francophones are gradually turning away from AM in favour of FM stations.

*French Radio (cont'd)*

**Share of Francophone Listening in CBC Areas* Captured by CBC French AM and FM Radio Among French Stations**

Monday - Sunday, Sign-On to Sign-Off




* Serviced by a CBC station

Note: Spring 1990: 7 yrs +
Autumn 1990 - Spring 1995: 12 yrs +

Source: CBC Research (BBM)

## REFLECTING THE REGIONS

**Objective:** Offer listeners a national service with regional roots and programming that reflects each region to itself and the rest of the country.

Once again this year, a great deal of attention and resources have been dedicated to improving regional reflections on the national networks. Numerous programs enabled Canadians from the various regions to talk among themselves and get to know one another better.

On the AM network, listeners could hear:

- *D'est en ouest*, a daily program produced by all of the stations in turn;
- from Quebec City, *D'un soleil à l'autre*, a magazine show featuring food, farming and natural resources;
- *Vents d'ouest*, a daily sociocultural magazine show from Vancouver;
- *Tournée d'Amérique*, a program produced in Ottawa with the cooperation of the other stations;
- *Ici Vancouver*, a program featuring life on the West Coast;
- *Sur le goût de la langue*, a quiz show produced jointly by the Rimouski and Chicoutimi stations;
- *Les Retrouvailles*, a weekly program presented in conjunction with the Congrès mondial acadien in Moncton.

FM Stereo network audiences were offered:

- from Ottawa, *Illustres ou inconnus*, a program which, with the help of the National Archives of Canada, brought great Canadians back to life;
- *XYJazz*, produced in Vancouver;
- *Al Dente*, a supper-hour program of varied music from Ottawa; and
- from Quebec City, *Correspondances*, a magazine show portraying the cultural situation and development in the heart of French-speaking Canada.

In addition to these regular programs, the regions also produced several series for the networks. For example, *Fjord du Saguenay* (Chicoutimi), *Gens de la Côte* (Matane), *Mythologies amérindiennes* (Vancouver) and *TGV* (Windsor).

A number of programs also enjoyed the benefits of regular contributions from the regions. On the FM Stereo network, these included *Documents*, *Radio-concert*, *L'Écran sonore*, *Concert dimanche* and *Les Jeunes Artistes*; on AM, they included *Tout compte fait*, *Les Actualités*, *Dimanche magazine*, *Radar* and *Multipiste*.

*French Radio (cont'd)*

The financial resources dedicated by the networks to regional contributions rose to $4,251,000. In 1993-94, this amount was $4,055,000 and, in 1992-93, it was $2,745,000, making an increase of nearly 55% over two years.

### TALENT DEVELOPMENT

**Objective:** Pursue the sustained effort aimed at fostering the development of Canadian talent.

Most of the French Radio stations set cultural leadership and development objectives appropriate to their regions. With a view to ensuring better coordination of efforts and streamlining activities in this area, a committee made up of managers and producers was set up and will submit its recommendations during 1995-96.

The committee's preliminary work shows that:

- about 50 phonograms and a few CDs are produced every year in the regional stations; these recordings are done with young, up-and-coming performers and are made available to all the network's stations;
- from Vancouver to Halifax, French Radio participates in more than 50 festivals, galas, book fairs and other special events connected with French music, cultural and community life, classical music and the arts in general, and reports on activities in these areas;
- the regional stations and the networks also produce numerous contests or are involved in them. These include le *Gala albertain de la chanson* (Edmonton), *le Gala provincial de la chanson* in the four western provinces, *le Concours du phonogramme*, designed to find the best original song in French (Winnipeg), *La Brunante à la SRC*, a competition for French singing groups in Ontario (Sudbury), *Silence on rap*, on *Club Sandwich*, which is dedicated to young people in the Windsor area, *Un auteur, une chanson* (Sept-Îles); *le Festival de Caraquet* and *le Festival de musique baroque* in New Brunswick.

During the last fiscal year, the AM and FM Stereo networks paid writers, composers, musicians, actors and other Canadian artists fees and royalties amounting to more than $4 million.

## MANAGEMENT OBJECTIVES

### PERSONNEL DEVELOPMENT

**Objective:** Offer all personnel the opportunity to develop new skills and acquire greater mobility.

For several years now, French Radio has made it a priority to train its personnel in several areas of activity. In 1994-95, resources amounting to $350,000 were allocated for this purpose. In the networks, 1,127 person-days were dedicated to training activities and, in the regions, 1,044 person-days.

### THE FUTURE OF RADIO

People are very concerned that television is being confronted with an entire range of new technology. It would, however, be utopian to think that radio would be spared such upheavals; it too is going through a profound crisis. This reality became clear in the fall of 1994, with the closing of six private AM stations in Quebec.

These transformations are significant because they lead to major shifts among traditional audiences, because they question how radio should reach these audiences in future and because all radio broadcasters will have to commit considerable financial resources to acquire the new technology.

The challenge facing CBC French Radio in the coming year will be how to build on achievement while adjusting to new realities.

# REGIONAL BROADCASTING

The four networks—radio and television, English and French—have pursued their activities in the regions, and have continued to offer their audiences local and regional programs. *Each network has developed separately in accordance with the needs, concerns and desires of the communities served.*

## HIGHLIGHTS

In March 1995, the CBC decided to change the organizational structure of regional broadcasting. Since April 1, 1995, the functions that used to be performed by Regional Broadcasting Operations at Head Office have been assumed by the networks concerned. This restructuring is designed to reduce overhead costs and streamline the management of regional broadcasting activities through integration of decisions about programming and resources, but it does not affect regional programming or the balance between regional and national content on all the networks.

On ENGLISH REGIONAL TELEVISION stations, the return of the late night news shows, the continuation of the half-hour regional period, now on Monday, and the continued improvement of the Saturday supper shows resulted from collaborative efforts between the Network and the regions. The year's activities also saw the start-up of CBC owned and operated television facilities in New Brunswick following the Canadian Radio-television and Telecommunications Commission's (CRTC) approval of the sale of New Brunswick Broadcasting Limited, and the return of a daily supper show to Windsor, a program which had been eliminated in the 1990 reductions. The show's return was made possible as a result of a joint management-union venture to experiment with new technology. (See *The Windsor Experiment*, p. 57)

For FRENCH REGIONAL TELEVISION, fiscal 1994-95 was a very busy period. In addition to taking an active part in the launching and implementation of the Réseau de l'information, the regional stations produced six new programs for their regional audiences.

ENGLISH REGIONAL RADIO stations concentrated on improving local morning shows, contributed as always to the development of Canadian talent and were closely involved in community events in their respective areas.



**Pictured clockwise are:**
Jeff Collins, **The Calgary Eyeopener**; Gloria Macarenko, Kevin Evans, **CBC Evening News**, B.C.; Tom Jackson, **CBC True North Concert**; **Ontario Pop** finalists with singer Daniel Lavoie; Cape Breton fiddler Natalie MacMaster, 50th anniversary of broadcasting in the Maritimes; Gisèle Lemire, Claude Bernatchez, **C:\qui? C:\moi**, Regina and Edmonton; Abbé Lanteigne, **Ce soir Atlantique**.

FRENCH REGIONAL RADIO stations developed Sunday morning regional programs, contributed in large part to the development of talent and, as always, maintained very close ties with their communities.

## PROGRAMMING OBJECTIVES

### REGIONAL NEEDS

**Objective:** Identify the needs of regional communities and ensure the relevance of regional programs to these needs.

#### ENGLISH SERVICES

Regional television programming in the Network schedule found a new home in the 7-7:30 p.m. time slot on Monday, while the regions continued to build on the successes of the 6-7 p.m. and late night period on Saturday. At the same time, appreciation for the return of the daily supper shows to the 60-minute format was confirmed in the audiences to these programs. Efforts by regional stations are now focused on improving the quality and the delivery of services offered, while responding to the challenge of a diminishing resource base.

In English regional radio, significant progress was made in revitalizing local morning shows to improve their journalism, presentation and audience service. Many stations also mounted special events, like the 15th True North Concert in Whitehorse, and a three-hour simulcast on CBC Radio, CBC Stereo and CBC Television from Citadel Hill in Halifax, celebrating the 50th anniversary of broadcasting in Halifax. Other regional stations were equally active in their communities. (See *CBC and the Public*, p. 75)

*Regional Broadcasting (cont'd)*

**Audience Share to CBC English Television Supper Hour Programs**
Central Markets, Monday to Friday, Market Share Per Quarter Hour

| | SPRING 1994 6–7 p.m. % | SPRING 1995 6–7 p.m. % |
|---|---|---|
| St. John's | 67 | 72 |
| Charlottetown | 69 | 70 |
| Halifax | 23 | 24 |
| Saint-John/Moncton | 6 | 8 |
| Montreal (Anglophones) | 16 | 11 |
| Ottawa | 10 | 10 |
| Toronto | 9 | – |
| Windsor | 13 | 18 |
| Winnipeg | 23 | 22 |
| Regina | 19 | 17 |
| Edmonton | 6 | 6 |
| Vancouver | 10 | 9 |

Source: CBC Research (BBM)

### French Services

The advent of the new French-language specialty channel Le Réseau de l'information generated a high level of activity as the regions geared up to support the network's on-air date of January 1. With more than a third of the schedule coming from the regional stations, regional support to the new service is paramount. The regional stations produce 36.5 hours of original programming weekly for RDI and 18.5 of these hours are repeated. CBC regional production, therefore, occupies 55 hours a week of RDI programming, or 33% of the schedule.

In terms of programming for their communities, the regional television stations give priority to their supper-hour news magazine shows, *Ce soir.* In 1994-95, this program was sometimes produced outside the studio—an excellent way for the regional crews to get to know their audiences who are often scattered over huge areas.

Above all, however, the regional stations produced some new weekly programs dealing with many aspects of life in their communities: a cultural magazine show, *Trajectoires,* and a business magazine show, *Temps d'affaires,* in Moncton; in Quebec City, half an hour of discussion among young people about social issues, *La Fosse aux lions;* a public affairs magazine program, *Ce soir magazine,* in Winnipeg; a program for young people, *C:\qui? C:\moi,* in Regina and Edmonton; and a sociocultural magazine show, *Champagne à l'apéro,* in Vancouver.

Several specials also enabled regional television to portray cultural, political and social life in the regions. For example, the Festival du Voyageur in St. Boniface and the Quebec City Winter Carnival are featured in network productions, and also on regional shows.

Audiences for French Television regional supper shows were maintained in most areas.

Since September 1994, most of the French Radio stations broadcast a regional program on Sundays, from 6 to 9 a.m., a time slot which was formerly reserved for a network show. This opening makes it possible to better meet listeners' needs.

On October 20, 1994, French Radio inaugurated a new FM Stereo station on 90.7 for a large number of Francophones living in the Eastern Townships of Quebec. An additional 350,000 listeners can now be reached.

In December, most of the stations, in cooperation with other agencies, organized food drives for the needy in their areas. All of these activities met with great success.

In all the regions, French Radio also joined forces with partners from outside for activities fostering the development of new talent. Once again this year, the stations took part in the organization of galas, provided technical support and helped scout out new talent. For example:

- in Halifax, the *Concours de la chanson en Nouvelle-Ecosse;*

*Regional Broadcasting (cont'd)*

### Average Audience to Main CBC French TV Supper Shows (Ce soir)

Monday to Friday, Quarter Hour Viewing Average, Total Coverage Area

| | SPRING 1994 | | SPRING 1995 | |
|---|---|---|---|---|
| | 6 - 6:30 p.m. | 6:30 - 7 p.m. | 6 - 6:30 p.m. | 6:30 - 7 p.m. |
| | (000's) | | (000's) | |
| Moncton | 32 | 25 | 41 | 35 |
| Quebec | 107 | 75 | 102 | 72 |
| Eastern Quebec | 39 | 24 | 42 | 30 |
| Ottawa/Outaouais | 31 | 22 | 39 | 28 |
| Montreal | 378 | 333 | 438 | 356 |

Source: CBC Research (BBM)

- the *Ontario Pop* contest, which has been developing talent among Franco-Ontarian writers, composers and performers for the past ten years;
- *Tout nouveau, tout show,* a contest offering opportunities to young artists from the Outaouais and Abitibi-Témiscamingue areas in Quebec to perform original material at the cultural event "Les Rendez-vous de la nouvelle chanson," held every year in Gatineau;
- the *Fête fransaskoise,* in Saskatchewan;
- the *Gala de la Fondation André Piolat* in Vancouver.(See also *CBC and the Public,* p. 75)

### CBC North

Plans are proceeding for the creation of a Nunavut news-gathering capacity beyond Iqaluit, an organizational structure facilitating regional and community-based programming, and filling of the program void in the Kitikmeot region.

In face of budget cuts and as a result of the re-engineering review of CBC North services, plans are proceeding for the launch of an ambitious yet modest daily television news service in fall 1995.

## Management Objectives

### COST-EFFECTIVENESS

**Objective:** Ensure that programming and station objectives are achieved at the best possible cost.

Major initiatives aimed at improving the productivity of regional stations were put forward in 1994-95. The most important started in October 1993, with the review of practices and procedures of regional stations, and was completed in June 1994. The study identified more than $3 million in productivity improvements in regional radio and television plants alone and identified other areas where further study might yield savings. The study allowed Regional

### Distribution of French Regional Broadcasting Public

| | FRENCH AS LANGUAGE OF USE | % OF POPULATION |
|---|---|---|
| British Columbia | 17,095 | 0.5 |
| Alberta | 22,640 | 0.9 |
| Saskatchewan | 8,000 | 0.8 |
| Manitoba | 26,560 | 2.5 |
| Ontario | 338,000 | 3.4 |
| Quebec | 5,702,370 | 83.7 |
| New Brunswick | 225,950 | 31.5 |
| Nova Scotia | 22,920 | 2.6 |
| Prince Edward Island | 3,165 | 2.5 |
| Newfoundland | 1,450 | 0.3 |
| Canada | 6,368,150[1] | 23.6[2] |

1 Does not include the Northwest Territories and the Yukon.
2 Of the total Canadian population of 26,994,045.
Note: In 1991, the population of Canada totalled 27 million. Nearly 24% of these mentioned French as language of use, that is the language most often spoken at home.
Source: Statistics Canada - 1991 survey/CBC Research

*Regional Broadcasting (cont'd)*

Broadcasting Operations to rationalize its operations across the country and to reallocate resources in line with programming priorities established by the Networks.

The regions also participated in the corporate In-depth Review, of which the objective was to identify operational efficiencies to meet the resource shortfall of the Corporation. Through this process, Regional Operations committed an additional $18 million in productivity and service streamlining over the four year review period.

## COOPERATION

**Objective:** Maintain with media Vice-Presidents formal communication channels.

Meetings of Regional Directors and the Networks continued to serve as the official forum for discussing programming matters with media Vice-Presidents. Programming activities in the regions are also discussed during the annual business plan review.

In radio, as well as in television, ongoing discussion between the regions and regional programming management at the national level resulted in a better reflection of the regions in network schedules.

## PRODUCTION AND DISTRIBUTION

**Objective:** Ensure quality and reliability of signal distribution and plant facilities in the regions.

The Corporation is responsible for providing the necessary infrastructure (human, financial and technical resources, training, etc.) to allow the regions to produce and broadcast quality programs. Most regions thus saw considerable increase in the level of training for staff while other initiatives regarding the replacement of production and transmission equipment ensured that regional audiences were well served.

## THE CORPORATE IMAGE

**Objective:** Ensure that regional managers are concerned with the image of the Corporation.

The image of the Corporation is first defined by the excellence of its programming, supported thereafter by promotion and communications and by its presence in the different communities. In this context, regional stations remain the spokespersons of the Corporation in the regions and play an active part in the corporate communication strategies aimed at maintaining a network of strong and renewable support throughout the country.

To this end, Regional Directors and station personnel remain active and present in their communities, explaining the importance of the CBC as a national public service. Other initiatives, such as increased program promotion between media services and the regions, are aimed at making better use of radio and television as natural promotional vehicles.

# THE WINDSOR EXPERIMENT

CBC broke new ground when a bold, innovative experiment in local news production was launched in Windsor, Ontario. With a blend of conventional and state-of-the-art equipment, CBC Windsor's multi-skilled team returned to the airwaves on October 3, 1994, after nearly four years absence.

In 1990, budget restraints forced CBC to cut local television newscasts in Windsor. In response, the people of Windsor and their elected officials mounted a massive protest campaign. A few years later, CBC senior programming officers started exploring methods of using the new technologies, including looking at ways of redefining employee functions and reducing overhead costs. Windsor seemed the ideal location to try out these ideas on an experimental basis.

In order to incorporate these initiatives, the experiment needed to use new work methods that crossed union jurisdictional boundaries. To that end, on August 26, 1993, the Corporation started negotiations with the National Association of Broadcast Employees and Technicians (now Communications, Energy and Paperworkers Union of Canada) and the Canadian Wire Service Guild (now the Canadian Media Guild). On March 15, 1994, the Windsor Experiment Agreement was signed, heralding a new relationship between the Corporation and its two largest unions. An executive committee of senior managers and union officials serves as a steering committee at the national level, giving overall direction to the project. At the local level, a joint union/management council oversees the project's day to day operations.

From June to September 1994, English Television Training, plus trainers from the United Kingdom, Denmark and the United States, led comprehensive workshops that trained staff in all aspects of television news production-programming, production and management. Because of the multi-skilling mandate, special training was included for staff who would be performing multiple functions. This multi-skilling approach means that fewer people are needed to produce the news. For example, nine employees are now video journalists, combining the roles of reporter and Electronic News Gathering (ENG) camera operator.

Another component of the experiment's mandate was the introduction and evaluation of new production technologies, such as small format cameras, non-linear desktop editing systems and disk-based on-air playback, to improve program quality, increase production efficiency and reduce costs. As a result, CBC Windsor is the only station in Canada that edits and plays back news stories to air using disk-based systems.

With the return of local newscasts, viewers in the Windsor area have deemed the Windsor Experiment a success. After only a month on the air, CBET had a 36% share in the adult market, according to BBM ratings. News of the experiment has also reached broadcasters around the world; several are interested in visiting CBC Windsor to learn more about this pilot project that clearly demonstrates how technology, appropriate training and cooperative management can revolutionize television news production.



Pat Jeflyn, video journalist, **Windsor Evening News.**

# SPECIALTY SERVICES

## LE RÉSEAU DE L'INFORMATION (RDI)

On June 6, 1994, the Canadian Radio-television and Telecommunications Commission (CRTC) granted CBC a licence to operate a Canadian all-news channel in French. On January 1, 1995, at 9 a.m., the race against the clock was won when the first newscast of the new network went on the air.

This magnificent achievement was due to the total commitment of the RDI staff and to that of the personnel of numerous other CBC departments.

### Mission and Programming

RDI's mission is to provide all Canadians with a round-the-clock all-news service in French. In its licence application to the CRTC, CBC committed itself to offer a high level of Canadian content, to emphasize the production role of regional stations and affiliates, and to seek the participation of partners in the public and private sectors, on the Canadian and international scenes.

These goals were met, as the following statistics show:

- Canadian content fills 90% of air time;
- more than one-third of original programs are produced by regional stations and affiliates;
- the network head in Montreal produces less than 30% of total air time;
- 80% of the programs broadcast between 6 a.m. and midnight are original programs;
- three-quarters of air time is filled with programs from an array of sources, as planned: the French network's regional stations and affiliates, Newsworld, Cogeco, Télévision Quatre Saisons, Radio-Québec, TVOntario, European French-language public networks (France-Télévision, RTBF, SSR, Euronews) and, finally, the main CBC French network.

During the week, RDI broadcasts live virtually throughout the day; newscasts are presented every hour round the clock.

Regular programming is divided into various blocks:

- a morning magazine show, *Bon matin;*
- programs produced in Moncton, Quebec City, Ottawa and Winnipeg (between 11 a.m. and 4 p.m. EST), which deal with regional topics of national interest, and national and international topics from a regional point of view;
- an early-evening international newscast, with the participation of CBC foreign correspondents;
- a major magazine show featuring the various parts of the country, at 10 p.m. EST.

One of RDI's main purposes is to ensure optimum news coverage of major events. In its first three months, 120 news specials were broadcast.

### Distribution

RDI is part of the basic service delivered by the main Canadian cable systems. It was expected that 3,400,000 households would subscribe to RDI by the end of 1995; on March 31, 1995, RDI was being distributed to 5,700,000 households, or 76% of Canadian households with cable. Outside Quebec, RDI is available to nearly 4,000,000 households. This number will increase as cable systems are modernized and new agreements are signed with cable operators.

### Viewing Results

RDI was an immediate success: each week, it draws over 2,000,000 viewers. It is watched by an average of 14,000 people a minute and obtains 1.2% of the market share. The most significant achievement is perhaps this one: already at this time, 750,000 viewers watch RDI each day. It has become the meeting place for those seeking information or wishing to speak out on a particular subject.

### Financial Summary

RDI is run independently and is funded entirely by subscriptions and advertising revenue. As of March 31, 1995, advertising revenue ($574,000) slightly exceeded the target ($539,000) and revenue was somewhat higher than expenses. According to the forecasts, RDI should realize a modest surplus in its first fiscal year.

*Specitalty Services (cont'd)*

REACH, AUDIENCE AND SHARE, RÉSEAU DE L'INFORMATION
January 1, 1995 - April 2, 1995

| | FORECAST | REACHED |
|---|---|---|
| TOTAL REACH | 1,000,000 | 2,194,000 |
| AVERAGE MINUTE AUDIENCE | | |
| 24 hours | 7,800 | 14,000 |
| 6:00 a.m. - midnight | 9,100 | 17,000 |
| evening, Monday - Friday | – | 22,000 |
| evening, Saturday/Sunday | – | 26,000 |
| SHARE OF FRANCOPHONE AUDIENCE (%) | 0.8 | 1.2 |

Source: CBC Research (A.C. Nielsen)

## NEWSWORLD

CBC Newsworld is Canada's leading source for live news coverage. In 1994-95, it aired more than 250 live specials, including extensive coverage of the historic South African elections, the Quebec election, the Airborne Regiment/Somalia controversy and the Commonwealth Games from Victoria, British Columbia.

In the fall, Newsworld launched a live weekend news program, *Sunday Morning Live.* The program provides weekend television with a unique in-depth perspective on events from home and abroad.



Alison Smith, **The National.**

New also to Newsworld was *Face-Off,* a no-holds barred prime time nightly debate which brought a new audience to the network. Additionally, the late evening, weekday news program, *The National,* was extended to seven nights a week.

Newsworld's viewership continued to grow this year, with weekly reach for the regular season averaging more than 6.4 million. Hours tuned increased 11% to 6.2 million. The network's cable penetration increased to 7.2 million cabled homes.

## RADIO CANADA INTERNATIONAL

In 1994-95, Radio Canada International broadcast a minimum of 232 hours a week in eight languages (English, French, Ukrainian, Russian, Arabic, Spanish, Chinese and Creole) to North and South America, the Caribbean, Africa, Europe, Asia, Russia and the other successor states to the U.S.S.R.

On a weekly basis, RCI broadcasts 11.5 hours in English and 9.5 hours in French to Latin America; 11.5 hours in English and 11.5 hours in French to the Caribbean; 19.5 hours in English and 10.5 hours in French to the United States; 26.5 hours in English and 21.5 hours in French to Europe; 14.5 hours in English and 11.75 hours in French to Africa; 10.5 hours in English and 3.5 hours in French to Asia and the Indian subcontinent; and 3.5 hours in English and 3.5 hours in French to the Middle East.

Material specifically targeted for Canadians abroad, consisting of the most popular domestic CBC programs, was broadcast to all target areas and totalled 53.25 hours a week in English and 28 hours a week in French. Each week RCI broadcast 15.75 hours in Russian, 15.75 hours in Ukrainian, 7 hours in Chinese (Mandarin), 10.5 hours in Spanish, 7 hours in Arabic and 1.75 hours in Creole.

RCI also sent Canadian recorded "pop" music to nearly 300 radio stations around the world, documentary material in five languages to another 100 or more stations, and had programs rebroadcast on domestic networks in Russia and several other countries.

Reflecting its long relationship with the Department of National Defence, RCI continued to provide 24-hour daily satellite radio service for Canadian Forces in Somalia, the Golan Heights, Croatia and Bosnia, and NATO bases in Germany, Belgium and the Netherlands. Programming featured material from the CBC's French and English domestic networks, "live" coverage of hockey games and the daily RCI-produced Report to Peacekeepers/Magazine des Casques bleus which was also broadcast on shortwave for those, such as sailors on duty in the Adriatic off the former Yugoslavia, beyond satellite reach.

Since 1991, RCI has been funded by annual grants from the government of Canada. This practice changed with the February 1995 federal budget which required CBC to assume all costs for RCI starting in 1995-96.

# EXTERNAL ACTIVITIES

## INTERNATIONAL RELATIONS

In 1994-95, CBC won 225 international Radio and Television awards and prizes. For the third year in a row, English Television received the top award in its category, the Silver Rose, from the renowned Golden Rose of Montreux Festival for its entry *Kurt Browning: You Must Remember This.* Competing with most of the world's major broadcasters, English Television — through *CBC Prime Time News* — also won a coveted Nymphe d'Or award for news reporting at the Monte Carlo International Television Festival. French Television was awarded the Grand Prize at Hiroshima '94—the 5th International Animation Festival in Japan—for Frédéric Back's highly acclaimed film *Le Fleuve aux grandes eaux.*

The Corporation also received 64 national Radio and Television awards, including the top Canadian Nurses Association Awards—Awards of Excellence for—"Premies: Here and Now" *(Alive!,* CBC St. John's); "Hospital in the Home" *(CBC Newsday,* Ottawa); "Sugar Diabetes in the Cree Community" *(Maamultaa,* CBC North); and five certificates of merit for other entries.

CBC was host to the 20th Commonwealth Broadcasting Association general conference, held in Vancouver from August 29 to September 3. Delegates from 45 member organizations were present, making this a record attendance. The return of South Africa to the Commonwealth and its presence at the conference emphasized the overall success of this biennial event.

Training projects overseas were carried out in Francophone Africa, South Africa, Bahamas, Jamaica and Grenada. CBC also received trainees from Francophone Africa, Barbados and India. Initial discussions for training are on-going with Nigeria, Korea and Poland.

As well, 130 visas were processed for CBC radio and television crews to cover world events, and the Corporation welcomed 105 visitors representing 31 delegations.

## FOREIGN BUREAUS

A highlight of the year for CBC London was its central role in the strikingly successful D-Day Anniversary coverage in London, Portsmouth/Gosport and Normandy. As the fiscal year approached its end, London found itself playing a major role in tracking and covering the Canada-Spain fisheries issue with reporters assigned both to Spain and Brussels. Meanwhile, guests involved on the diplomatic side of the issue were interviewed at the London studios by CBC Radio and Television program crews.

Newsworld is the biggest single user of CBC London's services and facilities, with further growth expected. New ways of maximizing crew usage to assist CBC's French Network and RDI have been developed.

Two major events marked 1994-95 for the Paris bureau, the 50th anniversary of the Allied landings in Normandy and RDI's arrival on the air.

For the D-Day anniversary commemorations in Europe, 110 CBC employees from Paris, London, Berlin, Ottawa, Toronto and Montreal joined London staff to transform 30 tons of equipment into two television studios and two radio control rooms to supply Canada with 35 hours of live television coverage and several hours on radio, in English and French.

The Paris Bureau contributed to RDI in several ways. Agreements to exchange images were concluded with French, Belgian and Swiss Television. RDI also relied on the Bureau for the purchase of documentaries.

The Paris Bureau's television contributions, primarily to *Le Téléjournal,* general Television, Newsworld and RDI increased by 83%, while those for Radio increased by 58% during the year. The Bureau also purchased 62 documentaries for CBC French Networks and RDI, compared to 18 last year.

The CBC office in New York was relocated closer to the United Nations Secretariat, to allow expanded coverage of the U.N. for events of particular interest to Canadians such as the U.N. Conference on fish

*External Activities (cont'd)*

stocks, a major media event in the context of the negotiations between Canada and the European Community. The relocated New York facility is shared with the Swedish Broadcasting Corporation.

The CBC also moved towards sharing facilities with the Australian Broadcasting Corporation in Washington, D.C., to develop synergies and economies of scale. In 1994-95, Washington correspondents and crews covered the U.S.-led return of President Aristide to Haiti, the political swing to a Republican-dominated U.S. Congress and the related change in the U.S. approach to the issue of free trade and Canadian cultural industries.

## HOST BROADCASTER GROUP

During the eleven days of the XV Commonwealth Games in Victoria, B.C. (August 18-28, 1994), the Host Broadcaster provided radio and television Rightsholders with comprehensive and balanced coverage, a level of production quality equal to any Olympics, an unprecedented range of choice, in excess of 1,000 hours of sports and cultural events, press conferences and features.

The largest and most successful mix of public and private resources assembled by the CBC went into hosting this Canadian world class sports event. Six CBC mobiles and 12 production mobiles from privately owned television stations and production houses, including a satellite uplink truck, were used throughout.

Inside the Corporation, the Host Broadcaster reached out to every province and territory to assemble the necessary people. Even that was not enough, as a result of CBC's ongoing regular broadcast commitments. Of the nearly 700 people required by the Host Broadcaster, 245 came from CBC, and the remainder from the private sector.

The Host Broadcaster is currently pursuing opportunities in Korea, Malaysia and Japan as well as in Canada.

## TV5 QUÉBEC CANADA

TV5 Québec Canada, in partnership with CBC French Television, has been expanding steadily ever since it first took to the airwaves in 1988. Over the years, it has taken an active role in the founding of TV5 Africa and has created TV5 Latin America. It is now collaborating in setting up TV5 Asia and later this year will conclude its study on the feasibility of a TV5 U.S.A. The TV5 global network delivers many CBC French network programs, such as *Le Téléjournal, Enjeux, La Ruée vers l'art* and *Sous la couverture*, to more than 29 million homes in 26 European countries, seven African countries, as well as 800,000 homes in 15 Latin American countries. Within Canada, TV5 reaches five million cabled homes, coast-to-coast.

# BUSINESS AFFAIRS AND CORPORATE DEVELOPMENT

The Business Affairs and Corporate Development department develops, implements and, when required, manages business ventures or strategic alliances in order to increase revenues, reduce costs and/or optimize the use of CBC products or infrastructure.

## NEW SERVICES

On August 30, 1994, the goal of a CBC English language television station in every province was finally achieved when CBAT-TV signed on from its main studios in Fredericton, New Brunswick. This long-sought goal became possible through a unique agreement between CBC and the CanWest Global Communications Corp. group. The department had a central role in negotiations leading to the agreement.

In the fall, CBC, in partnership with Power Broadcasting Inc., launched two specialty channels in the United States, thereby providing CBC the opportunity to exploit its television programs outside Canada. Newsworld International, a 24-hour news and information service, combines the best CBC Newsworld programming with newscasts and documentaries from around the world. TRIO, a family entertainment channel, features drama, arts and journalism programming acquired from CBC and other Canadian producers. The two services are distributed satellite-to-home throughout the U.S. by DirecTv.

Showcase, launched January 1, 1995, is an all-fiction specialty television service which emphasizes Canadian drama, but also features quality foreign drama. Equity holders in Showcase are CBC (20%), Alliance Communications Corp. (55%), Les Productions La Fête Inc. (17%) and eleven other independent producers (8%). In addition to negotiating the equity holding, the department also negotiated a program supply agreement with Showcase, thereby ensuring a further market for CBC drama programs.

As well, the department negotiated an agreement with WavePhore Canada Inc. to market a datacasting service which uses the vertical blanking interval of CBC's French television network. This technology enables distribution of large volumes of data at high speeds on a point-to-multipoint basis. Several clients have signed on, including one which electronically delivers newspapers for the visually impaired to home or work-based computers.

## RIGHTS ADMINISTRATION

CBC is both a creator and a consumer of works protected by copyright, and, therefore, pays and collects royalties. The department is pursuing CBC's share of royalties on several fronts. In 1994-95, it collected substantial royalties for programming retransmitted by U.S. cable systems. CBC also received its first royalties from Australia for CBC programming taped off-air for further use. Another first was claiming a share of U.S. digital media home-taping royalties. As well, the department registered hundreds of CBC titles with the agency responsible for collecting cable retransmission royalties in Europe.

## ARCHIVES

CBC's archival agreements are constantly reviewed and modified. With the National Archives of Canada, the department developed selection criteria acceptable to both institutions. It reviewed CBC's agreements with Concordia University, the Cinémathèque québecoise, the Centre d'études acadiennes in Moncton and the Provincial Archives of Alberta and New Brunswick. It began work on new archive agreements for Ontario and Manitoba regional broadcasting records.

CBC participated in the National Archives of Canada Task Force on the Preservation and Enhanced Use of Canada's Audio-Visual Heritage.

The CBC Oral History project was revived in 1994-95, and 60 interviews were completed with CBC retirees from St. John's to Victoria.

# REGULATORY AFFAIRS

## RADIO

### RENEWAL OF INDIVIDUAL STATION LICENCES

Following the renewal of the CBC Radio network licences by the Canadian Radio-television and Telecommunications Commission (CRTC), the Corporation turned its attention to the renewal of the individual licences of each originating radio station.

Over the past fiscal year, the Commission renewed all of the CBC radio licences for full seven-year licence terms. The CRTC saw no need for public hearings and suggested no change to the services. The current licences will expire August 31, 2001.

## TELEVISION

### CBC TELEVISION NETWORKS LICENCE RENEWAL HEARING

In March 1994, the CRTC concluded a week-long public hearing at which it considered the applications filed by the Corporation for the licence renewals of the CBC English and French language television networks. In a decision published in late July 1994, the Commission renewed the two network licences for periods of five years, to August 31, 1999.

The Commission's decision set a number of expectations for the two networks for both the licence terms and longer term operations. The Commission's long-term expectations included:

- 90% Canadian programming on both networks, as well as 25 hours per week of Canadian programming between the hours of 7 and 11 p.m.;
- the maintenance of "a fair and balanced proportion" of the schedule of both networks devoted to programming for children and youth;
- a level of at least 10 hours per week of Canadian drama in the 7 to 11 p.m. period on both networks;
- attainment of a "fair and equitable balance between regional and network production, distribution and scheduling" on both networks;
- the scheduling of "a representative number of broadcasts of performance from various Canadian performing arts companies and groups" on both networks;
- the acquisition of a minimum of 50% of programming on both networks in all program categories, other than news, public affairs and sports, from the Canadian independent production sector; and
- the extension of full service of both networks to all Canadian communities.

The Commission also "encouraged" the eventual replacement of affiliates by full CBC service in those communities currently served by affiliates.

### RENEWAL OF INDIVIDUAL CBC TELEVISION LICENCES

With the renewal process for the CBC television network licences completed, the Corporation turned its attention to filing applications with the Commission for renewal of all of its originating television licences. By the end of the fiscal year, renewal applications had been filed for all stations, and some of these applications had been considered at public hearings. Renewal decisions are expected later in 1995.

### SPECIALTY TELEVISION PROGRAMMING SERVICES

In June 1993, the CRTC published a call for applications to provide new Canadian specialty, pay television or pay-per-view programming services. The applications that met CRTC criteria and proceeded to public hearing were considered in March 1994.

The Corporation participated in five applications, four of which were partnership proposals and one of which was an application by the Corporation itself. From a corporate point of view, the most important of these applications was the proposal to establish a

*Regulatory Affairs (cont'd)*

24-hour French-language all news service, to provide a parallel service to that already provided by CBC Newsworld.

The CRTC's decisions licensing a series of new specialty services were published in the early summer of 1994, and included approval of the CBC news service proposal. *Le Réseau de l'information (RDI)* launched its service on January 1, 1995, and was quickly picked up by cable systems across Canada. By the end of the current fiscal year, RDI was already available in more than 5 million Canadian households, after just three months of service.

The application for a national English-language fiction and drama specialty service, Showcase, in which CBC participated, was also successful. (See *Business Affairs and Corporate Development*, p. 62)

## RELATIONS WITH AFFILIATES

### Radio

The number of stations affiliated with the CBC's English and French networks remains unchanged since last year. The four private English network affiliates are located in Woodstock, N.B., Kirkland Lake and Haileybury, Ont., and Powell River, B.C. The three French network affiliates are situated in La Tuque, Rouyn and Ville-Marie, all within Quebec.

### Television

Further to an agreement concluded with the English Television affiliates in British Columbia, negotiations have resumed with a view to renewing all English Network affiliation agreements. The Corporation has renewed the agreement, which is valid for the next two years, with its French network affiliates.

#### *Acquisition of CHSJ-TV transmitters and introduction of CBAT-TV Fredericton*

The Corporation's long-term goal of establishing a CBC owned and operated television service in every province was finally realized when the CRTC approved the Corporation's application to acquire the transmitter assets and related transmitters of CHSJ-TV Saint John and to replace the service of CHSJ-TV with that of CBAT Fredericton, a CBC owned and operated station providing a province-wide service. The station was officially launched in September 1994.

#### *Disaffiliation of CKVR-TV Barrie and establishment of CBC service in the area served by that affiliate*

In June 1994 the CRTC considered an application presented by English network affiliate CKVR-TV Barrie, Ontario, to disaffiliate from the CBC and provide an independent television service in Barrie and area. At the same time, it considered CBC's applications to install and operate rebroadcasters in the area currently served by this affiliate. These applications were approved. The disaffiliation will be effective in September 1995.

# MANAGEMENT AND STAFF

## INDUSTRIAL AND TALENT RELATIONS

The past year was a very active one with regard to the files the Service processed. These files concerned two areas: proceedings before the Canada Labour Relations Board (CLRB), and negotiations. On the other hand, there was no noticeable change with regard to grievance and arbitration-related activities.

### Proceedings Before the Canada Labour Relations Board (CLRB)

#### *Overall Review of Bargaining Units*

In March 1990, the CBC filed two applications with the CLRB to reduce the number of recognized Unions/Associations in the Province of Quebec and in Moncton, N.B. (commonly referred to as the "French File"), and those recognized in the rest of the country (the "English File"). The CLRB completed its study of the English File in December 1993 by certifying bargaining agents for three newly created Bargaining Units.

In 1994-95, the CLRB pursued its study of the French File. In November 1994, it announced that it would reduce the number of Bargaining Units from eight to four. These Units group:

1. Employees involved in the production and presentation of programs, excluding Producers;
2. Technical, Production and Trade employees;
3. Clerical and Administrative Support employees;
4. Radio and Television Producers.

At the end of March 1995, the CLRB was preparing for a vote pertaining to the choice of Bargaining Agents.

#### *Request for Certification*

On April 30, 1993, the Association of Professionals and Supervisors (APS) filed a request with the CLRB to be certified as Bargaining Agents for Professional and Supervisory Personnel.

The CLRB decided in May 1994 that the Unit was appropriate, and that it would be national in scope. It defined the Unit as follows:

> "All employees of the Canadian Broadcasting Corporation whose main function consists in supervising other employees, professional employees within the meaning of the Code, and all employees who perform similar or comparable functions, excluding employees covered by other certification orders and employees who are employed in a confidential capacity in matters relating to industrial relations."

Management and the APS have agreed on the inclusion or exclusion of approximately 1,600 positions. Some yet remain unresolved.

On March 31, 1995, the CLRB was preparing for a representation vote announced in January. The Board will also have to decide upon the inclusion or exclusion of the positions still in dispute.

### Negotiations

The year was a very busy one in the area of negotiations. The Corporation concluded eight Collective Agreements with the French File Bargaining Agents: L'Association des réalisateurs (AR) (Producers), la Société des auteurs (SARDEC) for the documentalists and researchers, the Syndicat canadien des employés de la fonction publique (SCFP-CUPE), the Syndicat des employés de la production du Québec et de l'Acadie (SEPQA), the Groupe des corps et métiers des immeubles (SEPQA-GCMI), the Syndicat des journalistes de Radio-Canada (SJRC), the Syndicat des techniciens du réseau français (STRF) and the Union des artistes (UDA). Negotiations were still on-going with l'Association des réalisateurs de la radio (ARR). CBC also concluded a three-year agreement with the American Federation of Musicians of the United States and Canada (AFM).

In the context of budgetary constraints, rapid technological evolution and increased competitiveness, the CBC and the Bargaining Agents for the three newly-created English File Bargaining Units have embarked

*Management and Staff (cont'd)*

on a new approach to negotiations. The Canadian Media Guild (CMG), the Communications, Energy and Paperworkers Union of Canada (CEP [formerly NABET]), the Canadian Union of Public Employees (CUPE [CBEU]), along with the Corporation, have embraced the concept of "Interest-based Negotiations" where they jointly strive towards solutions to common problems. Negotiations began in January 1995 and were still proceeding at the end of the fiscal year.

### Grievances and Arbitrations

The number of grievances filed by the Unions/Associations remained relatively low and the number of cases brought to arbitration decreased slightly. The efforts expended by the Corporation and the Unions/Associations toward settlement of differences in a non-confrontational manner have undoubtedly contributed to these favourable results.

## TRAINING AND DEVELOPMENT

The Corporation continued its commitment to Training in 1994-95. Program development, management training and technical workshops to assist employees in adapting to new technologies were a priority. An important part of all training programs was the development of in-house trainers. New technology for training was also developed. New technologies for training included CBC-produced interactive multimedia materials distributed for use on the learning stations installed at the networks and in the regions.

CBC Radio and Television cooperated in supporting urgent local training initiatives. They also worked on training initiatives with international partners. CBC Radio offered basic skills training to journalists in South Africa, while English Television's innovative "Train the Trainer" system was adopted by the South Africa Broadcasting Corporation for the development of their journalists over the next three years. Based on the success of phase 1 of French Training and Development's "Journalisme en démocratie", phase 2 was implemented with journalists from Madagascar, Mali, Gabon and Sénégal. Phase 3 will likely go ahead in 1995-96.

### English Radio

As well as offering basic skills workshops, Radio Training developed a number of advanced training modules for senior programmers. They included the "Coaching Workshop," "Features Seminar" and the "Masters Documentary Workshops."

### English Television

This year, management and the English unions cooperated to put the Windsor supper-hour news program back on the air. As part of the project goal to produce daily news at less expense, English Television Training implemented a major unit development project in Windsor that resulted in multi-skilled employees and community involvement. The comprehensive workshops, based on extensive research, covered programming issues, management and production training.

Ongoing technical operations training helped employees learn how to make the best use of new analog and digital technology. Training continued for regional independent productions from Vancouver to St. John's including work with *Driver's Seat, Northlands, Utopia Café, Busy Bodies* and *Buddywatsisname and the Other Fellas.*

Leveraged partnerships with outside organizations enabled more women, aboriginal people and people with disabilities to be trained in various broadcasting roles. A continuing partnership with the Academy of Canadian Cinema and Television and other private sector partners made a second version of the "Understanding Story" workshops possible for producers and development officers from CBC and the independent sector.

### French Radio and Television

This year, the classroom was abandoned, so to speak, in favour of training craftspeople in their working environments. The drama production development project is a perfect example of this new training approach. What sets this project apart is mainly the fact that it relies entirely on internal CBC resources. All training for scripting, shooting, lighting, direction and production cost management is provided by the best craftspeople available in these areas.

Training also continued its efforts in the pursuit of journalistic excellence. For example, a team of trainers in production, camera-editing, journalism and oral communication was able to work on a more complete range of skills with all the members of the *Ce soir* production teams in Winnipeg and Ottawa.

Mention should also be made of the training required for all Réseau de l'information (RDI) personnel. In the fall of 1994, the CBC Training and Development Department accomplished a real feat within a very short time. The results have been very positive with regard to journalistic approach, on-air performance, camera work, interview techniques, microcomputers training and management.

*Management and Staff (cont'd)*

As for new technology, the relationship between news and new production tools continued to develop. The training approach taken with all Radio News personnel in Montreal (D-Cart) marked an important stage in the development of this department, which now operates entirely with digital technology.

Several technical training programs were created to enable people to make better use of new technology. In Radio, for instance, sessions were given on audio digital broadcast and production, "taming" technology and elements of audio broadcasting to production personnel, enabling them to remain on the cutting edge of technological development and pursue the quest for program quality.

### Preparing for the Future

In addition to some basic courses designed to provide managers with tools they require to be more effective, Training and Development, in cooperation with all its CBC partners, is actively involved in providing support and training for the entire reorganization process confronting the Corporation.

## PENSION FUND

The following events had a significant impact on the administration of the Pension and Benefits Plans.

### Pension Plan Administration

The Minister of Canadian Heritage approved the revised Pension Plan which allowed full-time temporary and supernumerary employees to participate in the plan. As well, a second-part (Part II) was added to permit part-time permanent, temporary and supernumerary employees to join the plan.

A significant portion of the department's activities was concentrated on finalizing the new administrative process and on modifying the system to implement these changes.

### Benefits Plan Administration

The employee group life insurance plans were transferred from Confederation Life to Metropolitan Life in October 1994. The decision to market the program was taken in March 1994 and was not spurred by the demise of Confederation Life which had been the insurer for five years. At the time, it was felt that a better administrative and financial arrangement could be obtained in the insurance market.

For the first time since 1977, significant changes were made to the Supplementary Health Care plan in place for the majority of the Corporation's employees. These changes were effected in conjunction with employees through the Consultative Committee on Staff Benefits (CCSB). The costs of the plan improvements were offset by agreed upon benefit reductions.

The retiree funded Supplementary Health Care plan for the majority of the Corporation's retired employees was also modified significantly in order to reduce the accumulated deficit. These changes were effected in conjunction with the Executive Committee of the Pensioners' Association.

## EMPLOYMENT EQUITY

Human Resources Development Canada conferred a Certificate of Merit on the CBC for "outstanding and exemplary measures to promote employment equity and fairness in the workplace." The award cited the apprenticeships CBC has established to enable qualified members of the designated groups (women, people with disabilities, aboriginal peoples and members of visible minority groups) to gain the experience they require to compete for full-time positions. Eleven awards were given to organizations covered by the Employment Equity Act or the Federal Contractors' Program. Over 1,400 employers were eligible.

The CBC and the Assembly of Manitoba Chiefs signed an agreement to resolve an employment discrimination complaint filed in 1990 with the Canadian Human Rights Commission. The settlement calls for regular meetings between the parties to work out ways to reach a hiring rate of 4% by 1997 for aboriginal people across Canada. The current annual hiring rate is 3%.

CBC was one of 48 employers included in the book "Canada's Best Employers for Women: A Guide for Job Hunters, Employees and Employers," published in 1994 by Tema Frank. The selection was based on the results of questionnaires sent to over 700 organizations. Employee focus groups were also used to evaluate the impact of policies and the working atmosphere for women.

CBC assisted the Canadian Council on Rehabilitation and Work on producing "Working Solutions: the Employer's Companion on Disability




Career Symposium, Interprovincial Association on Native Employment, La Ronge.

*Management and Staff (cont'd)*

and Employment." The guide features successful employees with disabilities working for major Canadian corporations. Five CBC employees and their supervisors are profiled. Copies of the manual have been distributed to CBC Human Resources staff across Canada.

CBC French Services in Montreal staged a training program for well qualified university students from visible minority groups. Several are now employed by CBC full or part time. Toronto workshops were held for senior high school students from visible minority groups.

A survey of the employment equity status of employees revealed that CBC has more employees from the designated groups than previously indicated. The data as of December 31, 1994 showed that Aboriginal people accounted for 1.6% of the CBC workforce. The qualified general labour force rate was 2.7%. People with disabilities constituted 3.1% of CBC's workforce, compared with a 3.6% availability rate. Members of visible minorities make up 5.1% of CBC's workforce; the availability rate was 7.0% for occupations in the CBC.

Representation of women was at 40.3%. The availability rate for women in CBC occupations was 40.2%.

## EQUITABLE PORTRAYAL IN PROGRAMMING

In order to meet its corporate goal of portraying Canada's cultural diversity, CBC launched a number of initiatives, including in-house training sessions for students from visible minorities. Eight students worked at the CBC (French Services) in Montreal over the summer—four in Television and four in Radio. A number of the students were able to continue working on contract during the year.

In Toronto, the local Television newsroom and the morning Radio program shared the services of one journalist who maintained contact with ethnic communities in an effort to better reflect the cultural diversity of the Queen City in programming.

In programming, English Television's Adrienne Clarkson introduced the women's cycling team, which has participated for the past 10 years in the Women's Race which parallels the Tour de France. On French Television, in *Les Héritiers Duval*, Guillaume became involved with a group of young Haitians, and Dominique Duval learned to cope with a disability resulting from an accident which put her in a wheelchair. On English Television, *Side Effects* chronicled the activities of a medical clinic in downtown Toronto. On English Radio, *Morningside* carried a four-part description of the difficulties experienced by a young woman left a paraplegic as a result of a heart attack—Bonnie Klein and Gladys (her scooter).

CBC PERMANENT EMPLOYEES
March 31, 1995 (9,015)

| AGE (YEARS) | MEN | WOMEN |
|---|---|---|
| Less than 25 | 59 | 80 |
| 26-35 | 1,024 | 938 |
| 36-45 | 2,326 | 1,264 |
| 46-55 | 1,808 | 843 |
| 56-65 | 484 | 187 |
| 66 and more | 2 | 0 |

## EMPLOYEE COMMUNICATIONS

As CBC continued to adjust to the changing environment, Employee Communications provided strategic internal communication advice for senior management. The department assisted senior management in giving staff candid, timely information which made the process of decision-making clearer. Employees were informed of the financial and technological realities facing the Corporation through a flow of information preceding and following the federal budget.

A variety of communications vehicles were implemented in response to focus groups and a survey on internal communication. These include "Contact," a bi-weekly electronic newsletter which was reinstated after a break of several years, and "Headline," which enables management to reach all CBC computer users instantaneously with urgent news. Employee Communications worked with Management Information Systems (MIS) to expand "CBC Services" so that information could be distributed electronically. A pilot was set up to test an electronic page-creation system which enabled remote locations to trade text information by modem and distribute that information using in-house cable systems.

## MANAGEMENT INFORMATION SYSTEMS

Management Information Systems (MIS) provides computer systems and voice and data telecommunications services to the Corporation. Its primary mission is two-fold: to improve operational efficiency and reduce costs. During 1994-95, more than 20 projects were undertaken with these objectives in mind. The following projects are typical examples.

To maintain the CBC's leadership in news coverage, a new computer-based newsroom system was installed in the French and English television newsrooms in Montreal and Toronto, RDI, Newsworld and Newsworld International. The new AVID/BASYS system provides state-of-the-art facilities for news production. It also enables automation of certain television equipment, thereby reducing

*Management and Staff (cont'd)*

## Regular CBC Staff by Occupation

As of March 31, 1995

| OCCUPATION | AVERAGE AGE | NUMBER OF EMPLOYEES | | |
|---|---|---|---|---|
| | | MEN | WOMEN | TOTAL |
| Producers | 46 | 229 | 137 | 366 |
| Presentation | 42 | 755 | 479 | 1,234 |
| Technological | 42 | 2,638 | 188 | 2,826 |
| Design and Staging | 43 | 639 | 552 | 1,191 |
| Sales | 41 | 101 | 242 | 343 |
| Media Management | 48 | 187 | 65 | 252 |
| Financial | 42 | 138 | 128 | 266 |
| Human Resources | 44 | 41 | 81 | 122 |
| Engineering | 44 | 154 | 10 | 164 |
| Information Systems | 40 | 116 | 45 | 161 |
| Clerical | | | | |
| - Production | 40 | 115 | 470 | 585 |
| - Operations/Distribution | 41 | 195 | 546 | 741 |
| - Administration | 39 | 40 | 137 | 177 |
| Other | 45 | 355 | 232 | 587 |
| Total | 42 | 5,703 | 3,312 | 9,015 |

**Legend:**

**Producers** - Conceive, organize and make radio and television programs.
**Presentation** - Are on air and direct support staff responsible for the production and distribution of programs.
**Technological** - Provide all of the technical needs for the operation, production and distribution of programs.
**Design and Staging** - Produce and set all of the scenic elements for television programs.
**Sales** - Market and sell the advertising availabilities on television. Market and sell programs to other media.
**Media Management** - Supervise, direct and advise on the production, operation and distribution of radio and television programming.
**Financial** - Administer and advise on the utilization of financial resources of the Corporation.
**Human Resources** - Manage, assist and improve the effectiveness of the human resources of the Corporation.
**Engineering** - Direct, improve and implement technical changes to the Corporation's capital equipment and acquisitions.
**Information Systems**- Operate, improve and implement the information systems requirements for the efficient operation of the Corporation.
**Clerical** - Perform all of the necessary daily functions required in the production, operation and distribution of radio and television programs, as well as the administration of the Corporation.
**Other** - Includes managers, specialists and professionals who support the business functions of the Corporation.

production costs. The system, purchased off the shelf, replaces an in-house-developed system in use since the early 1980s. Eventually, all CBC's news and current affairs units will use this system.

In the effort to rationalize and reduce administrative costs, the Corporation has launched a number of major systems initiatives or "streamlining" projects. One of the most important of these is the Totally Integrated Personnel and Payroll System (TIPPS). *(More details on following page)*

Also during 1994-95, MIS worked to improve its own operating efficiency. As part of the In-Depth Review, MIS undertook to reduce costs in the National Data Centre through increased use of automation and rationalization of computer resources. The result will be savings of $800,000 per year in 1995-96 and future years.

As well, MIS continued to build the communications and computer infrastructures needed to support cost-efficient and productive media and support operations. A new data network was installed across the country,

*Management and Staff (cont'd)*

together with local area network facilities in major regional television sites.

## BEST MANAGEMENT PRACTICES

Every year, CBC identifies a number of management practices that have resulted in cost savings and improvements in operational efficiency for the Corporation. "Best practices" for 1994-95 include the following initiatives which incorporate re-engineering principles and modern technology, allowing data to be captured as closely to the source as possible, thereby eliminating non-value added administrative processes:

*CBC Procurement Card (ProCard)* allows operating departments that normally make purchases directly from suppliers to pay at the time of purchase, thus eliminating costs associated with processing invoices and issuing payments. An internally developed ProCard Transaction System allows authorized users to verify and approve purchases. ProCards have been issued to employees who make regular purchases of supplies or services on behalf of the Corporation.

*Electronic Data Interchange (EDI)* with Stentor eliminates processing of invoices for non Systems Logic 1 (SL1) telephone lines (the telephone system used by CBC). Invoices are consolidated and forwarded to the Corporation electronically via a value added network (VAN). The process allows payment to be made from the National Payment Centre followed by summarized expense distribution to associated cost centres. An inquiry system that will enable regions to view detailed transactions (e.g., long distance charges) to respond to users' queries is currently being implemented.

*Electronic Funds Transfer (EFT)* replaces travel settlement payment cheques, previously produced and distributed nationally, with direct payment deposits to travellers' bank accounts. Detailed accounts of travel payments will be sent to travellers via E-mail.

*Beyond Mail* will replace the existing E-mail system and re-orient it from a correspondence application to a general purpose information transport infrastructure, facilitating the deployment of work flow applications, electronic forms, group scheduling, information filters, etc. Beyond Mail will be implemented throughout the Corporation over a three year period.

*The Electronic Paysheet* streamlines and reduces costs associated with the process of capturing paysheet data. Beyond Mail is the transportation vehicle used to forward paysheets to managers for authorization and then to the National Payment Centre (NPC) for payment.

*The Totally Integrated Personel and Payroll System (TIPPS)* will integrate the human resources and pay management processes into one cost effective system. This project is a collaborative effort of Finance and Administration, Human Resources and Management Information Systems (MIS), in conjunction with media line management.

Once in operation, TIPPS will create significant savings in human resource administration and payroll processing. To date, the human resources and pay management processes have been re-engineered, and a HR/PAY software package that will best meet the Corporation's requirements has been purchased. This system will, in the not-too-distant future, allow managers to directly access and update one accurate information base on their employees' status and salary. As well, employees will be able to consult and update their personal records (e.g., new address or an additional dependent). TIPPS features strict security control to ensure the protection of the confidentiality of both the Corporation and its employees.

The TIPPs project, begun in 1993-94, progressed in 1994-95 and will begin operating in 1995-96.

## ENVIRONMENTAL CONCERNS

CBC continues its long-established practice of actively promoting waste management measures. To encourage the 5 Rs (Rethink, Refuse, Reduce, Re-use and Recycle) of waste management and ensure a greener environment, a number of programs have been initiated, e.g., the recycling of printer toner cartridges, the recycling of video/audio tapes, the disposal of used batteries, etc.

"Green" office practices are well established throughout the Corporation, with the use of recycled products for nearly all printed forms, letterhead, envelopes and photocopy paper. As well, CBC purchases biodegradable cleaning chemicals for the maintenance of its buildings. For nearly two decades, the CBC has been very active in the implementation of Energy Conservation projects and Energy Management.

Although the nature of broadcasting activities is not conducive to damaging the environment, all CBC locations are strongly encouraged to pursue actions that promote a greener environment and encourage the elimination of waste.

# SENIOR OFFICERS OF THE CBC

*As of March 31, 1995*

**President and Chief Executive Officer**
Anthony S. Manera

**Vice-President, Media Accountability**
Donna Logan

**Vice-President, Internal Audit**
Robert Hertzog

**Ombudsman**
William Morgan, English Services
Mario Cardinal, French Services

**Senior Vice-Presidents**
Michael McEwen
Media

Louise Tremblay
Resources

**Operational Vice-Presidents**
Jim Byrd
English Television

Michèle Fortin
French Television

Harold Redekopp
English Radio

Marcel Pépin
French Radio

Donna Logan
Regional Broadcasting Operations
Pierre Racicot
Interim Associate Vice-President

**Functional Vice-Presidents**
Brian D. Baldry
Engineering

Stephen Cotsman
Finance and Administration
A. Normand Perron
Assistant Vice-President and Comptroller

Gerald Flaherty, QC
General Counsel and Corporate Secretary
Peter E. Robinson
Associate General Counsel

Charles Gendron
Human Resources

Robert Pattillo
Communications and Public Affairs

Alain Pineau
Planning and Regulatory Affairs

John Shewbridge
Business Affairs and Corporate Development

**Radio Canada International**
Terry Hargreaves
Executive Director

**Management Information Systems**
Michael A. Hughes
Executive Director

**Regional Directors**
Ron Crocker
English Services, Newfoundland

Claude Bourque
French Services, Atlantic Provinces

Bill Donovan
English Services, Maritimes

Nicole Bélanger
English Services, Quebec Region

Jacques-D. Landry
French Services, Quebec City and Eastern Quebec Region

Norm Bolen
English Services, Ontario

Christiane Marais (Acting)
French Services, Ontario/Outaouais

Brian Cousins (Acting)
English Services, Manitoba

René Fontaine (Acting)
French Services, Manitoba

Brian Cousins
English Services, Saskatchewan

Richard Marcotte (Acting)
French Services, Saskatchewan

Ron Smith
English Services, Alberta

Denis Collette (Acting)
French Services, Alberta

John H. Kennedy
English Services, British Columbia

Pauline Sincennes
French Services, British Columbia

Marie Wilson
CBC North

**Directors of Foreign Offices**
Jean-Louis Arcand, U.S.A.
William Morgan, London
Paul Larose (Acting), Paris

# ENGINEERING AND DISTRIBUTION

## TECHNICAL PRODUCTION FACILITIES

The year was highlighted by three major implementation projects, two in Montreal and one in Windsor.

### Réseau de l'information (RDI)

With only three months from construction completion to on-air date, the RDI project was a real challenge. It comprised two simple ENG suites, an augmented suite, an A/B roll suite, recording room, graphics, announce booth, 3-camera studio and control room, on-air booth with commercial cart system and central routing facilities.

Transmission facilities were implemented in Montreal, Quebec City, Ottawa and Winnipeg. In addition, a Ku-band uplink was installed in Montreal, and licensing and coordination were completed for four other uplinks at CBC affiliate sites across Quebec. Cue and control facilities were also provided for RDI uplinks in Quebec City, Moncton and St. John (N.B.)

### Variable Acoustics at Studio 12, Maison de Radio-Canada, Montreal

Due to technical obsolescence and new program requirements, the 300 square meter Studio 12 was renovated. Required was more flexibility to allow for a wider range of programming, from speech to music activities. Also, because of the overall shortage of studio space, there was added pressure to realize a flexible sound environment that would maximize the use of new technical equipment and minimize studio down time. Variable acoustics was the answer.

For optimum recording conditions, the new natural sound environment had to allow reverberation time to vary from 0.5 second to 1.5 seconds. This variation had to occur in a limited time, without operator manipulation, through a user-friendly control interface. Also required were infinite module settings and complete recall of previous panel positions. Individual modules have a proprietary CBC-designed smart micro controller; this is located in a convenient housing and linked to a portable host computer where commands are given using a graphical user interface to select and verify module movements in real time. Preset module positions can be stored on disk and easily recalled. These conditions were essential to minimize turn-over time between programs.

### Relocation of Windsor Radio Facilities

In Windsor, CBC's radio facilities moved from rented space to the CBC-owned TV building. This required the retrofit of approximately 1,850 square metres. A TV studio was transformed into a radio control room, announce booth and studio for drama and music. Added were two radio studios, control rooms for French and English services, a packaging and editing studio, a master control room and access for the disabled.

During the project, "TV News," a pilot project using high technology, was added at Windsor. This required major adjustments in the original design to incorporate the new television components into the radio environment, for a fall 1994 on-air date. (See *The Windsor Experience*, p. 57)

### Networks and Regions

Radio facility improvements continued across the country. A new CBC North radio building with production facilities was completed at Rankin Inlet. Studio 1 control room in Vancouver was refitted. Studios 12, 16 and 17 in Montreal were updated, as was the Palais Montcalm control room in Quebec City. Also in Montreal, the entire radio news complex, including three studios, was renewed; this featured a non-linear disk-based editing system. New non-linear editing/presentation systems from a Canadian supplier were installed at 10 locations.

The disaffiliation of CHSJ-TV in Saint John necessitated the creation in Fredericton of a complete TV master control operation to handle technical, marketing and sales operations.

There were a number of TV Mobile projects, among them the new Mobile 8 for Montreal. This is a 40 foot unit with eight cameras and complete production equipment. It replaced Mobile 4, retired after 31 years.

*Engineering and Distribution (cont'd)*

## THE CANADIAN BROADCASTING CENTRE

### Television

Technical installations at the Canadian Broadcasting Centre in Toronto proceeded on schedule and budget. The Broadcast Engineering group completed commissioning three major state-of-the-art post-production editing facilities and placed in service 146 new all-digital VTRs.

The year also saw Newsworld relocated to the Broadcasting Centre and the commissioning of the CBC's new Newsworld International, which is carried on the Hughes DirecTv satellite service.

Installations progressed significantly within the Computer Graphics area with the addition of multiple graphic workstations.

Toward the end of the year, activities focused on completing the automated Network Control Centre, slated to begin operations in summer 1995. The centre will include several VTR packaging and edit suites, three on-air presentation and commercial integration control rooms, two coordination studios for integration of live remote events and four multi-cassette VTR record and playback systems, all interconnected to a sophisticated automation and machine control system.

### Radio

Installation and integration of D-CARTS for Desktop Radio and cart replacement was completed in fall 1994; most tape-based operations in news and radio master control are now on computer hard disk. A disk-based system for TV audio post-production was implemented.

New technology was investigated in the search for affordable solutions to planned projects such as RADIOLA (Radio Archives Digital Interactive On-Line Audio) and Laptop Radio (sound production and transmission using notebook computers).

### Transmission

Satellite receive facilities were relocated to the Broadcasting Centre roof. New remote control systems will be installed in 1995-96.

## TRANSMISSION AND DISTRIBUTION

### Stereo Services

New stereo transmitters were implemented: French stereo in Sherbrooke, Que., and English stereo in Charlottetown, P.E.I.

### Video Uplinks

New CBC owned and operated C/Ku-Band uplink facilities were installed at the studio buildings in Regina and Winnipeg. Required to maintain both cities' uplink TV collection services, the facilities will replace aging Telesat uplinks in Qu'Appelle, Sask. and Belair, Man. as well as the Unitel backhauls to and from the CBC buildings.

### Television Transmitter Replacement in Vancouver

During spring and summer 1994, the Mount Seymour site saw major renovations with new solid-state transmitters replacing the vacuum tube units for both English and French Television.

New packaged air conditioning units which provide trouble-free year-round transmitter ventilation were also installed. The Mount Seymour plant is now state of the art with high reliability from the use of multiple amplifiers and power supplies.

As part of a corporate initiative, operating costs were saved by a 50% power reduction on the French transmitter.

### New Satellite Radio Network in Ontario

This project replaced an analog 8 kHz audio baseband terrestrial network of several Ontario transmitters. The new SCPC Ku-Band satellite radio distribution system employs a 20 kHz, 133.4 kB/s Musicam digital encoder system at the Thunder Bay station. A Ku-Band uplink was installed on the station roof and five downlinks were activated. This pilot project was CBC's first venture into using combined digital and Ku-Band technology for radio distribution. Future projects will benefit from the valuable experience gained here.

## OPERATIONS

Engineering's functional responsibilities for technical maintenance and training continued throughout 1994-95. The Corporate Committee for Tape Purchases (CCTP) evaluated products and negotiated contracts for magnetic tapes.

Transmitter maintenance support and antenna inspection and repair services were provided.

In addition, nine special event venues were supported, among them the 50th anniversary of the Allied invasion of

*Engineering and Distribution (cont'd)*

Europe and the Canada Winter Games in Grande Prairie, Alberta. All these events featured the specialized skills and equipment of Engineering's Special Events Group.

Engineering successfully negotiated with Stentor for renewal of the national Stentor/Telesat Terrestrial Radio Contract. The new contract provided CBC with immediate annual savings of $900,000 in the cost of its leased terrestrial radio circuits. It also realized further savings by permitting relocation of certain radio circuits to satellite-based distribution.

## TECHNOLOGY DEVELOPMENT

### Digital Radio Broadcasting (DRB)

Engineering made further important contributions to the development of Digital Radio with its efforts in support of international standardization of the Eureka-147 system. Engineering also undertook national coverage planning studies, performed industry liaison, supported the activities of Canada's Digital Radio Research Inc. (DRRI) and made briefings and presentations, inside CBC, nationally and internationally.

### Digital Video Compression (DVC)

With industry partners in Advanced Broadcasting Systems of Canada (ABSOC) and the Canadian Satellite Users Association, work continued on the evaluation of various DVC systems.

CBC Engineering is also planning for the future where broadcasting will be re-defined for a digital world. Currently, conventional broadcast services are converging with telecommunications and computers into "information highways" and content-insensitive delivery networks. CBC services are already on digital satellite-to-home, the Internet and network servers for video-on-demand, and CBC already carries non-program related data in its distribution and broadcasting networks.

CBC Engineering plays a leading role in efforts within Canadian industry to establish the necessary technical basis and standards for domestic digital delivery of television and data services, desk-top television, compression, graphics in television production and the application of new distribution mechanisms.

### CBC Stations and Rebroadcasters

As of March 31, 1995

| | TV Networks | | | Radio Networks | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | English | | French | | | |
| | Eng. | Fr. | Total TV | Mono AM/FM | Stereo FM | Mono AM/FM | Stereo FM | Total radio | Grand Total |
| CBC owned stations | 13 | 8 | 21 | 34 | 10 | 16 | 7 | 67 | 88 |
| CBC rebroadcasters | 438 | 174 | 612 | 377 | 15 | 153 | 2 | 547 | 1,159 |
| Private affiliated stations | 21 | 5 | 26 | 4 | – | 3 | – | 7 | 33 |
| Private affiliated rebroadcasters | 50 | 13 | 63 | 3 | – | 2 | – | 5 | 68 |
| Community owned stations | – | – | – | 1 | 1 | – | – | 2 | 2 |
| Community owned rebroadcasters | 144 | 15 | 159 | 50 | 6 | 7 | – | 63 | 222 |
| Total | 666 | 215 | 881 | 469 | 32 | 181 | 9 | 691 | 1,572 |

# CBC AND THE PUBLIC

## COMMUNITY INVOLVEMENT

Through active participation in community projects and public service activities, regional stations continued to forge strong links with the communities they serve. CBC's involvement, at the local, regional and national levels, in cultural, artistic and sports activities, as well as in charitable events, helped promote the sense of public ownership.

For example, CBC's strong commitment to fostering new Canadian talent was demonstrated through a variety of contests and competitions.

The CBC also sponsored and supported, both singly and cooperatively, other events such as the St. John's Arts Council Arts Awards, the Kidsummer Annual Festival and Le Franco in Ottawa, the Festival international d'été in Quebec City, Festijazz in Rimouski, Rendez-vous musical de Laterrière, Matane's Le Festival de la chanson de Petite-Vallée, The Alberta Song Contest, the Festival du cinéma le Cinoche de Baie-Comeau, the Regina Mosaic, the Saskatchewan International Children's Festivals, the Saskatchewan Jazz Festival in Saskatoon, the Canadian Western Agribition, the Waskimo Winter Festival, the Gala fransaskois, the Jeux fransaskois, the Calgary Stampede, and numerous Santa Claus Parades that thrilled all ages.

CBC's strong participation helped many communities provide for the less fortunate. CBC helped raise thousands of dollars in donations and volunteer hours for local charities and organizations all across Canada. It helped make success possible for charitable fundraising, food, clothing and toy drives across the nation: Vancouver raised over $100,000; $70,000 was pledged in Edmonton; $25,000 worth of food was donated in Corner Brook; Quebec City's charity drives collected donations totalling $149,000 and five and a half busloads of food, clothing and toys to help the less fortunate. Large turnouts for the Dickens' Christmas Carol Readings held in Calgary, Edmonton, Whitehorse and Yellowknife, resulted in generous donations and promoted a wonderful Christmas spirit in those communities. In addition to the $15,000 in cash and eight van loads of food, clothing and toys collected to aid six Ottawa-Carleton charities through Share Central 1994, Habitat for Humanity was the big winner as recipient of a house donated to the cause. Telethons were big successes: Vancouver's annual Timmy's Christmas Telethon raised over $4,800,000, and a record $2.2 million was pledged through Ottawa's 4th Heart Institute Telethon on CBC during which, in addition to more traditional methods of pledging, Internet users could donate via their computers using World Wide Web. Volunteer-a-thons generated an amazing number of volunteer hours, with a record 3.5 million hours of volunteer services pledged in Alberta, 250,000 volunteer hours in Vancouver and 3,100 hours in Ottawa-Carleton.



The Kidsummer Annual Festival, Ottawa.

Regional stations reflected CBC's commitment to keeping in touch with its stakeholders by participating in community life and cultural activities through public concerts; on-location broadcasts; public forums; productions of special regional and national programs; cooperative education programs for university, community college and high school students; career days; kiosks; open houses; media and political panels; benefits and radio auctions in support of local service clubs; seminars, training sessions and workshops; participation in advisory boards; speaking engagements by CBC personalities and senior executives; the use of independent producers and so much more. As well, northern viewers saw the launch of a new, automated weather service on CBC North Television. The map and symbol-based forecasts overcome language barriers with attractive presentation and accurate, up-to-date weather information.

Several communities celebrated their stations' milestone anniversaries: CBC Maritimes marked its 50th; CHFA Edmonton its 45th; CBNT St. John's, CBVT Quebec City, CBOF Ottawa and CJBC Toronto their 30th; CBV FM Quebec City its 20th; and CBON Sudbury its 15th. There were special programs, concerts, contests and open houses to honour these occasions. Pride and cele-

*CBC and the Public (cont'd)*



Monique LaCoste, Maurice Paquin, **Télé-Relais,** Festival du voyageur, Winnipeg.

bration were evident when CBAT-TV signed on and New Brunswick finally had its own CBC television station and when Prince Edward Island finally got stereo radio service.

## AUDIENCE RELATIONS AND PROMOTION

CBC English Communications continued to improve publicity and public relations services in 1994-95. Over 315,000 phone calls and 7,500 letters were answered. A record amount of press coverage concerning CBC was generated (167 magazine covers, an increase of 35% over last year).

The national campaign to announce the move of *CBC Prime Time News* back to 10:00 p.m. was a great success. So was the marketing strategy "Making It...", used in all print and broadcast promotion since the fall, reinforcing with viewers that CBC creates much of its television product. The new weekend Radio schedule received heavy promotion with the largest Radio campaign ever: "Come for the Weekend." Radio cross-promotion got a boost with the introduction of "Hot Sheet," a tool to cross-promote their own titles as well as other services in the Corporation. Television viewers were kept well informed of CBC's offerings via nightly prime time lineups. There was also considerable new emphasis on cross promotion between Radio and Television.

The October 1-2 Open House at the Canadian Broadcasting Centre in Toronto attracted 45,000 visitors. Regular tour visitors were up from 15,000 in 1993-94 to 17,500 in 1994-95.

CBC greatly expanded its presence on the Internet with the launch of its own home page (http://www.cbc.ca). This page acts as a jumping-off point for CBC information and services already on the Internet, and new services that are being added almost every day.

In 1994-95, French Communications Services dealt with 103,389 phone calls, an increase of 10% over the preceding year, and 1,889 letters from members of the audience wishing to express comments or suggestions on programming or requesting information. These figures do not include letters and phone calls addressed directly to various programs. Over 54,000 people attended studio tapings and some 5,000 visitors were welcomed at Maison de Radio-Canada in Montreal. As well, close to 3,000 children took part in workshops and some 800 communications, journalism and design students attended information sessions.

French Communications Services orchestrated the launching of the Réseau de l'information (RDI) and took part in the inauguration of the new radio transmitter in Sherbrooke. The 20th anniversary of FM Radio was dynamically celebrated with various events including a lively concert with Oliver Jones, to which partners and employees were invited. To acquaint people with SRC activities, Communications opened the mobile units to the public, invited persons with visual disabilities to visit the new radio studios and organized meetings between RDI craftspeople and journalism students. In addition, all daycare centres and other institutions dealing with young children in Quebec received a colourful announcement of SRC programs for young people, and the Museum of Civilization in Quebec City was able to borrow some sets and various items for its thematic exhibitions. Finally, at Christmas time, hundreds of tons of food were collected along with more than $100,000 in cash for the needy in a drive known as the "Guignolée".

## GOVERNMENT AND EXTERNAL RELATIONS

Government and External Relations (GER) develops and implements corporate government relations strategy to respond to objectives defined by senior management. It maintains relations with elected officials, members of the Senate and government officials whose interests centre on CBC.

GER monitors House and Senate activities and responds to questions from those bodies and from federal departments.




Host Richard Gervais and long-time listener, Gracia Gauthier, at summer launch in Saskatchewan.

*CBC and the Public (cont'd)*

In 1994-95, GER coordinated CBC's several appearances before the House Standing Committee on Canadian Heritage and various other House and Senate Committees. Throughout the fall, GER coordinated and prepared the large amount of material submitted to the Canadian Heritage Committee for its special review of CBC.

GER also set up numerous meetings with elected officials to discuss the Corporation's long- and short-term plans.

## THE OMBUDSMAN

In 1994-95, CBC's Office of the Ombudsman (English and French Services combined) received and dealt with a total of 628 complaints, expressions of concern and other communications. This total greatly exceeded the 304 files processed the previous year. Much of this increase is attributable to efforts by the Ombudsmen to publicize their work. For instance, in March 1995, the Ombudsman for the French services started appearing on a monthly program, shown on le Réseau de l'information (RDI), where he discusses the various ways in which complaints are handled by his Office and explains the importance given by CBC to its journalistic policies.

Communications relating to English language broadcasts were again more numerous than those relating to French language broadcasts, in a proportion of 466 to 162. In fact, the gap between the two was wider than in the previous year.

Communications which did not relate directly to CBC journalistic programming were acknowledged and referred to the appropriate senior officer and, in many instances, a further letter of response was forwarded to the writer. In all cases where the communication or complaint fell within the mandate of the Office of the Ombudsman, its receipt was acknowledged by the Office, and the program staff and management directly concerned were given the first opportunity to respond. In almost all of these instances, program staff or managers replied directly to the complainant, including with their response a reminder that, if the complainant remained dissatisfied, the matter could be referred for independent review to the Office of the Ombudsman. The level of responsiveness from program staff or management has improved over previous years and responses generally are becoming more thorough and detailed than in the past.

Further direct communications to the Office of the Ombudsman were also received in cases where a complainant, having read or heard the response from program staff or management, remained dissatisfied. In all such cases, the Office of the Ombudsman, as called for under its mandate, conducted an independent review and communicated the findings and the reasons for those findings both to the complainant and to the program staff and management directly concerned.

As well, a full report of the activities of the Office of the Ombudsman for 1994-95 was provided to the President and the Corporation's Board of Directors.

## CLOSED CAPTIONING

CBC's television services offered substantial amounts of closed-captioned programming.

English Television captioned approximately 50% of the programs it broadcast weekly. Monday to Friday mornings between sign-on and noon, 4% of programming was captioned; afternoons from 12:00 noon to 7:00 p.m., 65% and 95% between 7:00 p.m. and 11:00 p.m. While only 26% of programming was captioned on Saturdays, on Sundays, the proportion was 62.8%. These figures reflect a small increase over last year, despite lengthy baseball and hockey strikes; some replacement programming was captioned. Canadian prime time and current affairs programming remained English Television's top captioning priorities.

CBC Newsworld broadcasts 24 hours a day, seven days a week. Conditions of licence require that Newsworld close-caption 50% of its daily schedule. Indeed, most of the programming on Newsworld is close-captioned. Because a good portion of its programming is live, much of the captioning is "real-time" captioning.

The French Television Network captioned 37.4% of its program schedule, 62.5% in late evening and 68.1% in prime time. Original productions accounted for more than half the captioned programs. Mediatex, the technology developped by CBC for "real-time" captioning, was used for numerous information programs such as the provincial elections, the 50th anniversary celebrations of D-Day, the Council of Ministers' Presentation and specials dealing with the health of the federal Leader of the Opposition, Lucien Bouchard. In addition to regularly captioned programs, captioning was added to the news portion of *Montréal Ce Soir* as well as to many movies and miniseries, youth programs, all dramatic series and theatrical presentations, variety programs, religious programs and agricultural programs.

Le Réseau de l'information (RDI), CBC's French-language all-news channel, offered captioned newcasts and news bulletins from 9:00 a.m. to 10:00 p.m. EST Monday to Friday. As well, captioned programming from the main network was repeated on RDI.

# CORPORATE GOALS 1995-1996

## PROGRAMMING EXCELLENCE

- Ensure that CBC radio and television services present high quality, distinctively Canadian programming and schedules designed to meet the needs of contemporary audiences and the challenges of the broadcasting environment.
- Position CBC radio and television services as the major broadcast contributor to shared national consciousness and identity through cross-cultural, multicultural, multiracial and inter-regional programming. In particular, ensure that programming meets corporate standards for the equitable portrayal of the four groups designated by legislation: women, aboriginal peoples, persons with disabilities and members of visible minorities.
- Ensure that Canadians see and hear their regional realities and values reflected on CBC services.
- Ensure that CBC journalism is, and is perceived to be, of the highest possible quality and fully accountable to its audiences.
- Operate all services in a manner that complements the contributions of the private and other public elements of the broadcasting system. For example:
  - Play a leading role in the introduction of new domestic television and radio services;
  - Where there are sound public policy reasons for doing so, participate, as appropriate, with other private and public elements of the broadcasting system in the development of new services;
  - Take the lead in exporting Canadian culture and developing new Canadian programming through the establishment of joint public/private sector programming services to North America and other areas of the world; and,
  - Actively pursue alternative funding sources to supplement the parliamentary appropriation.

## MANAGEMENT EXCELLENCE

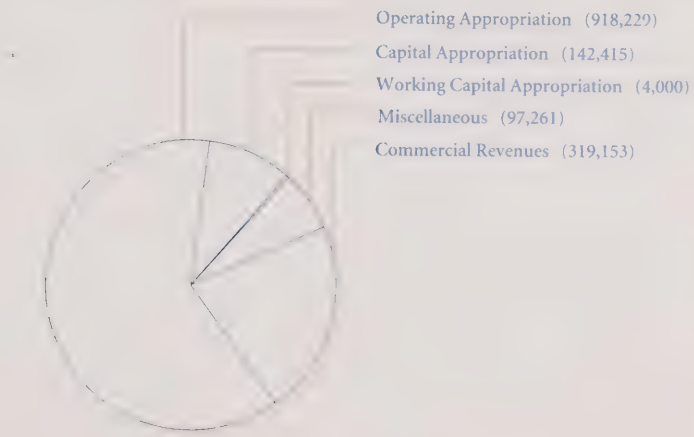
- Consistent with good management practices, ensure that the maximum possible value is obtained from the use of CBC's financial resources in terms of activities that can be seen and heard by television and radio audiences.
- Ensure that new technologies are fully exploited to increase the efficiency of CBC program operations, administrative processes and management.
- Ensure that CBC's human resources work as a team in the pursuit of programming and management excellence.
- Ensure that staff and managers receive the training needed to run the CBC of the future.
- Ensure that CBC policies for equity in employment are being met.
- Improve the real and perceived value of CBC to Canadians by better defining and promoting the Corporation and its services.

# CORPORATE FUNDING

The planning cycle of the Corporation begins with the Corporate Plan which is submitted to Treasury Board in October each year. After consideration of the Corporate Plan, and in accordance with government budgetary guidelines, Treasury Board makes its funding decisions for the next fiscal year and publishes the approved budget in the Main Estimates. Internal budget allocations are then made, in line with Corporate priorities and available funds. Over the course of the fiscal year, adjustments may be made to the Corporation's budget level, either for supplementary funding decisions or for expenditure reduction programs announced by the government.

The Corporation's budget includes commercial and miscellaneous revenue. Many factors influence this revenue achievement including viewing levels of CBC programs, the economy and competition from alternative advertising and promotional services. Any shift in these factors can alter the financial position of the Corporation.

## CBC Resources 1995-96 (thousands of dollars)



# APPENDIX 1

## SENIOR CORPORATE COMMITTEES

The senior corporate committee structure is designed to facilitate the overall management of the CBC through effective decision making and information sharing. All senior corporate committees are advisory to the President.

### MEDIA COMMITTEE

#### MANDATE

The Media Committee provides leadership and direction, in order to ensure that the President's goals and objectives are achieved.

It advises the President on strategic matters and initiates operational actions, as required, to:

- increase the availability of distinctive public television to Canadian audiences and maintain the quality and distinctiveness of the radio services;
- offer programming that will strengthen Canadians' sense of their own cultural identity;
- ensure that the CBC provides high quality journalism, that it is accountable to the public it serves, and that it is able to demonstrate it; and,
- ensure that the CBC is an efficiently run Corporation with a competent management team and a well motivated workforce.

In order to achieve the afore-mentioned, the Media Committee promotes excellence in programming, by:

- harmonizing media objectives with one another, and with the corporate objectives;
- ensuring that cross-cultural programming and cross-media initiatives are at the centre of all media components' priorities;
- developing and implementing program and journalistic policies, as required;
- ensuring that all programming initiatives are carried out as efficiently and as effectively as possible; and,
- improving and maintaining internal and external relations, to develop and nurture a commitment to corporate values.

### PLANNING AND ALLOCATION COMMITTEE

#### MANDATE

The Planning and Allocation Committee (PAC) is responsible to the President for making decisions relating to corporate objectives, priority setting and evaluation, coordination of corporate operational plans, and financial allocations (operating and capital) to meet approved objectives and plans.

To discharge its mandate, PAC:

- reviews corporate objectives for the upcoming year;
- reviews operating/staff objectives;
- reconciles objectives with Treasury Board reference levels and recommends financial targets for all areas;
- reviews Main Estimates;
- monitors and reviews any operational problems arising from planning cycles;
- receives and reviews annual planning book submissions from operating and staff areas;
- prepares resource allocations;
- reviews and confirms budget allocation - current year;
- reviews and approves capital targets and priorities;
- reviews Capital Budget and four-year forecast for consolidation in the Main Estimates;
- reviews and recommends to the President the Multi-Year Operational Plan (MYOPS), both operating and capital;
- evaluates corporate performance against approved objectives; and,
- carries out other such matters as the President may refer to it from time to time.

### MANAGEMENT EXECUTIVE COMMITTEE

#### MANDATE

- To serve as a forum for the discussion of corporate strategies and operational matters.
- To share information about current and emerging issues of importance to the Corporation.
- To maintain and improve external relations.

### SENIOR MANAGEMENT FORUM

#### MANDATE

- To serve as a communications vehicle for the Corporation's senior management on matters of corporate significance.
- To develop and nurture a commitment to corporate values.

# APPENDIX 2

## CBC OWNED AND AFFILIATED STATIONS

*As of March 31, 1995*

### CBC ENGLISH TELEVISION

| | Channel |
|---|---|
| NEWFOUNDLAND | |
| **CBC owned station** | |
| St. John's | CBNT 8 |
| PRINCE EDWARD ISLAND | |
| **CBC owned station** | |
| Charlottetown | CBCT 13 |
| NOVA SCOTIA | |
| **CBC owned station** | |
| Halifax | CBHT 3 |
| NEW BRUNSWICK | |
| **CBC owned station** | |
| Fredericton | CBAT-TV 4 |
| QUEBEC | |
| **CBC owned station** | |
| Montreal * | CBMT 6 |
| **Private affiliated station** | |
| Quebec | CKMI-TV 5 |
| ONTARIO | |
| **CBC owned stations** | |
| Ottawa * | CBOT 4 |
| Toronto * | CBLT 5 |
| Windsor * | CBET 5 |
| **Private affiliated stations** | |
| Barrie | CKVR-TV 3 |
| Kingston | CKWS-TV 11 |
| North Bay | CHNB-TV 4 |
| Peterborough | CHEX-TV 12 |
| Sault Ste. Marie | CJIC-TV 5 |
| Sudbury | CKNC-TV 9 |
| Thunder Bay | CKPR-TV 2 |
| Timmins | CFCL-TV 6 |
| MANITOBA | |
| **CBC owned station** | |
| Winnipeg * | CBWT 6 |
| **Private affiliated station** | |
| Brandon | CKX-TV 5 |
| SASKATCHEWAN | |
| **CBC owned station** | |
| Regina * | CBKT 9 |
| **Private affiliated stations** | |
| Prince Albert | CKBI-TV 5 |
| Swift Current | CJFB-TV 5 |
| Yorkton | CKOS-TV 5 |
| ALBERTA | |
| **CBC owned station** | |
| Edmonton * | CBXT 5 |
| **Private affiliated stations** | |
| Lloydminster | CKSA-TV 2 |
| Medicine Hat | CHAT-TV 6 |
| Red Deer | CKRD-TV 6 |

### CBC ENGLISH TELEVISION *(cont'd)*

| | Channel |
|---|---|
| BRITISH COLUMBIA | |
| **CBC owned station** | |
| Vancouver * | CBUT 2 |
| **Private affiliated stations** | |
| Dawson Creek | CJDC-TV 5 |
| Kamloops | CFJC-TV 4 |
| Kelowna | CHBC-TV 2 |
| Prince George | CKPG-TV 2 |
| Terrace | CFTK-TV 3 |
| NORTHWEST TERRITORIES | |
| **CBC owned station** | |
| Yellowknife * | CFYK-TV 8 |

### CBC FRENCH TELEVISION

| | |
|---|---|
| NEW BRUNSWICK | |
| **CBC owned station** | |
| Moncton * | CBAFT 11 |
| QUEBEC | |
| **CBC owned stations** | |
| Montreal * | CBFT 2 |
| Quebec * | CBVT 11 |
| **Private affiliated stations** | |
| Jonquière | CKRS-TV 12 |
| Rivière-du-Loup | CKRT-TV 7 |
| Rouyn | CKRN-TV 4 |
| Sherbrooke | CKSH-TV 9 |
| Trois-Rivières | CKTM-TV 13 |
| ONTARIO | |
| **CBC owned station** | |
| Ottawa * | CBOFT 9 |
| MANITOBA | |
| **CBC owned station** | |
| Winnipeg * | CBWFT 3 |
| SASKATCHEWAN | |
| **CBC owned station** | |
| Regina * | CBKFT 13 |
| ALBERTA | |
| **CBC owned station** | |
| Edmonton * | CBXFT 11 |
| BRITISH COLUMBIA | |
| **CBC owned station** | |
| Vancouver * | CBUFT 26 |

*Appendix 2 (cont'd)*

## CBC ENGLISH RADIO

| | Frequency |
|---|---|
| NEWFOUNDLAND | |
| CBC owned stations | |
| Corner Brook | CBY 990 KHZ |
| Gander | CBG 1400 KHZ |
| Goose Bay | CFGB-FM 89.5 MHZ |
| Grand Falls | CBT 540 KHZ |
| St. John's | CBN 640 KHZ |
| PRINCE EDWARD ISLAND | |
| CBC owned station | |
| Charlottetown | CBCT-FM 96.1 MHZ |
| NOVA SCOTIA | |
| CBC owned stations | |
| Halifax | CBHA-FM 90.5 MHZ |
| Sydney | CBI 1140 KHZ |
| NEW BRUNSWICK | |
| CBC owned stations | |
| Fredericton | CBZ 970 KHZ |
| Fredericton-Saint John | CBD-FM 91.3 MHZ |
| Moncton * | CBA 1070 KHZ |
| Private affiliated station | |
| Woodstock | CJCJ 920 KHZ |
| QUEBEC | |
| CBC owned stations | |
| Montreal * | CBM 940 KHZ |
| Quebec * | CBVE-FM 104.7 MHZ |
| ONTARIO | |
| CBC owned stations | |
| Ottawa * | CBO-FM 91.5 MHZ |
| Sudbury * | CBCS-FM 99.9 MHZ |
| Thunder Bay * | CBQT-FM 88.3 MHZ |
| Toronto * | CBL 740 KHZ |
| Windsor * | CBE 1550 KHZ |
| Private affiliated stations | |
| Kirkland Lake | CJKL 560 KHZ |
| New Liskeard | CJTT 1230 KHZ |
| MANITOBA | |
| CBC owned stations | |
| Thompson | CBWK-FM 100.9 MHZ |
| Winnipeg * | CBW 990 KHZ |
| SASKATCHEWAN | |
| CBC owned stations | |
| La Ronge | CBKA-FM 105.9 MHZ |
| Regina * | CBK 540 KHZ |
| ALBERTA | |
| CBC owned stations | |
| Calgary * | CBR 1010 KHZ |
| Edmonton * | CBX 740 KHZ |

## CBC ENGLISH RADIO *(cont'd)*

| | Frequency |
|---|---|
| BRITISH COLUMBIA | |
| CBC owned stations | |
| Kelowna | CBTK-FM 88.9 MHZ |
| Prince George | CBYG-FM 91.5 MHZ |
| Prince Rupert | CFPR 860 KHZ |
| Vancouver * | CBU 690 KHZ |
| Private affiliated station | |
| Powell River | CHQB 1280 KHZ |
| YUKON | |
| CBC owned station | |
| Whitehorse * | CFWH 570 KHZ |
| NORTHWEST TERRITORIES | |
| CBC owned stations | |
| Inuvik | CHAK 860 KHZ |
| Iqaluit | CFFB 1230 KHZ |
| Rankin Inlet | CBQR-FM 105.1 MHZ |
| Yellowknife | CFYK 1340 KHZ |

## CBC FRENCH RADIO

| | |
|---|---|
| NOVA SCOTIA | |
| CBC owned station | |
| Halifax * | CBAF-FM-5 92.3 MHZ |
| NEW BRUNSWICK | |
| CBC owned station | |
| Moncton * | CBAF-FM 88.5 MHZ |
| QUEBEC | |
| CBC owned stations | |
| Chicoutimi * | CBJ 1580 KHZ |
| Matane * | CBGA 1250 KHZ |
| Montreal * | CBF 690 KHZ |
| Quebec * | CBV 980 KHZ |
| Rimouski * | CJBR 900 KHZ |
| Sept-Îles * | CBSI-FM 98.1 MHZ |
| Private affiliated stations | |
| La Tuque | CFLM 1240 KHZ |
| Rouyn-Noranda | CHLM-FM 90.7 MHZ |
| Ville-Marie | CKVM 710 KHZ |
| ONTARIO | |
| CBC owned stations | |
| Ottawa * | CBOF-FM 90.7 MHZ |
| Sudbury * | CBON-FM 98.1 MHZ |
| Toronto * | CJBC 860 KHZ |
| Windsor * | CBEF 540 KHZ |
| MANITOBA | |
| CBC owned station | |
| St. Boniface | CKSB 1050 KHZ |
| SASKATCHEWAN | |
| CBC owned station | |
| Regina * | CBKF-FM 97.7 MHZ |

## CBC FRENCH RADIO *(cont'd)*

| | Frequency |
|---|---|
| ALBERTA | |
| CBC owned station | |
| Edmonton * | CHFA 680 KHZ |
| BRITISH COLUMBIA | |
| CBC owned station | |
| Vancouver * | CBUF-FM 97.7 MHZ |

## CBC ENGLISH FM STEREO

| | |
|---|---|
| NEWFOUNDLAND | |
| CBC owned station | |
| St. John's | CBN-FM 106.9 MHZ |
| NOVA SCOTIA | |
| CBC owned station | |
| Halifax * | CBH-FM 102.7 MHZ |
| QUEBEC | |
| CBC owned station | |
| Montreal * | CBM-FM 93.5 MHZ |
| ONTARIO | |
| CBC owned stations | |
| Ottawa * | CBOQ-FM 103.3 MHZ |
| Toronto * | CBL-FM 94.1 MHZ |
| MANITOBA | |
| CBC owned station | |
| Winnipeg * | CBW-FM 98.3 MHZ |
| SASKATCHEWAN | |
| CBC owned station | |
| Regina * | CBK-FM 96.9 MHZ |
| ALBERTA | |
| CBC owned stations | |
| Calgary * | CBR-FM 102.1 MHZ |
| Edmonton * | CBX-FM 90.9 MHZ |
| BRITISH COLUMBIA | |
| CBC owned station | |
| Vancouver * | CBU-FM 105.7 MHZ |

## CBC FRENCH FM STEREO

| | |
|---|---|
| NEW BRUNSWICK | |
| CBC owned station | |
| Moncton * | CBAI-FM 98.3 MHZ |
| QUEBEC | |
| CBC owned stations | |
| Chicoutimi * | CBJ-FM 100.9 MHZ |
| Montreal * | CBF-FM 100.7 MHZ |
| Quebec * | CBV-FM 95.3 MHZ |
| Rimouski * | CJBR-FM 101.5 MHZ |
| ONTARIO | |
| CBC owned stations | |
| Ottawa * | CBOX-FM 102.5 MHZ |
| Toronto * | CJBC-FM 90.3 MHZ |

* Services to the public in English and French

# FINANCIAL *Report*

1994 - 1995

# INTRODUCTION

As per the Broadcasting Act, the Corporation prepares its financial statements using generally accepted accounting principles (GAAP) whereby all income and expense items are recorded on an accrual basis.

Revenues within the Statement of Income and Expense include parliamentary operating appropriations and self generated revenue which provide the source of current operating funds. In order to meet GAAP requirements, expenditures include items which are not a demand on current operating funds (i.e. termination benefits earned by the employees but only payable in the future) and amortization expense related to the Corporation's capital assets. The capital assets are acquired through a parliamentary capital appropriation which is not recorded as income but is credited directly to Proprietor's Equity as prescribed in the Broadcasting Act. The recording of the amortization expense and other expenses not requiring current operating funds is the primary reason that the Corporation reports an excess of expense over income on the Statement of Income and Expense.

The Corporation manages its operations on a government funding basis whereby actual expenditures requiring current operating funds are the essential measure of the Corporation's financial operating requirements for the year. The Statement of Income and Expense is therefore expanded to show the Reconciliation to the Government Funding Basis which adjusts for those items included in Income and Expense which do not require current operating funds. Results after the reconciliation indicate that at the end of the fiscal year 1994-95, the Corporation had an increase of $62.0 million in total items requiring operating funds of which $20.8 million related to ongoing operations and $41.2 million related to downsizing and expense reduction programs. These latter programs were the primary reason for the current year deficit of $21.6 million which was offset by the previous year's surplus carry forward of $22.0 million. The Corporation ended the year in basically a balanced position with a $0.4 million surplus to be carried forward into the next fiscal period.

| | 94-95 | 93-94 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | $ | % |
| Total income | 1,362.6 | 1,329.1 | 33.5 | 2.5 |
| Less: Capital related items | – | 1.7 | 1.7 | n.a. |
| Add: Other items | 2.4 | – | 2.4 | n.a. |
| Total operating income | **1,365.0** | **1,327.4** | **37.6** | 2.7 |
| Total expense after taxes | 1,556.3 | 1,481.5 | 74.8 | 5.0 |
| Less: Items not requiring operating funds | 210.1 | 184.7 | 25.4 | 13.8 |
| Operating expense requiring current operating funds | 1,346.2 | 1,296.8 | 49.4 | 3.8 |
| Add: Items expensed in previous years requiring operating funds | 40.4 | 27.8 | 12.6 | 45.3 |
| Total items requiring current operating funds | **1,386.6** | **1,324.6** | **62.0** | 4.6 |
| (Deficit) Surplus for the year | **(21.6)** | **2.8** | | |
| Surplus, beginning of year | **22.0** | **19.2** | | |
| Surplus, end of year | **0.4** | **22.0** | | |

# FINANCIAL OVERVIEW

## FOREWORD

During the fiscal year 1994-95 the Corporation, subsequent to a review process, implemented a multi-year expense reduction program to address the budget reductions announced by the previous Conservative government, unfunded inflationary increases, and unavoidable new operating costs. In February 1995, the Corporation accelerated these programs and initiated the planning process required to address further significant reductions to parliamentary appropriations as announced in the February 1995 Federal budget. Expenditures incurred in this later program negated a planned surplus carry forward which was to fund projected cost increases in 1995-96.

The Corporation continued to temporarily suspend its contributions to the CBC pension fund, as approved by the Board of Directors and initiated in January 1993. The cumulative pension contribution holiday, which ended in February 1995, reduced the December 1991 actuarial surplus by an amount of $96.0 million.

Total reported income, comprised of parliamentary operating appropriations, net advertising and other revenues was $1,362.6 million. Other sources of funds not appearing in income total $2.4 million. Therefore the total sources of operating funds for 1994-95 were $1,365.0 million.

Total current year operating expense after taxes was $1,556.3 million which includes an amount of $210.1 million relating to expenditures, such as amortization, which do not require current operating funds. When combined with $40.4 million for items, such as accrual mortgage interest and employee termination benefits which were expensed but not charged against operating funds in previous years, the total items requiring operating funds were $1,386.6 million in 1994-95 as compared to $1,324.6 million the previous year for an increase of $62.0 million. This increase relates primarily to items included in the downsizing and expense reduction programs which require current operating funds, increases in television program activities partially offset by a reduction in program inventories, increases in specialty services offset by incremental revenues and, business ventures which were offset by increased program sales.

The net result on the current year's operating funds was a deficit of $21.6 million which when combined with the previous year's surplus of $22.0 million provides for an accumulated surplus of $0.4 million to be carried forward into the 1995-96 fiscal period.

Over the next three years the Corporation anticipates significant expenditures related to downsizing and expense reduction programs in order to address total projected funding reductions of approximately $350.0 million.

## INCOME

Total income for 1994-95 was $1,362.6 million, an increase of $33.5 million or 2.5% from the previous year's total of $1,329.1 million.

The 1994-95 parliamentary operating appropriations totalled $951.3 million, a decrease of $3.4 million or 0.3% from the previous year's total of $954.7 million.

The 1995-96 main estimates report the Corporation's operating appropriations to be $918.2 million which represents a net decrease of $33.1 million from the previous year. The decrease reflects the February 1995 Federal budget adjustment of $44.1 million partially offset by an increase for unavoidable new costs. The Federal budget also transferred to CBC the cost of Radio Canada International (RCI) which was previously funded by Foreign Affairs and International Trade at $15.2 million. Funding adjustments may take place during the course of the year.

*Financial Overview (cont'd)*

The April 1993 Federal budget, as introduced by the Conservative Government, contained reductions to CBC's appropriations of $50.0 million in the 1995-96 fiscal year, and a further $50.0 million in 1996-97 for an ongoing amount of $100.0 million. Following the tabling of the 1994 Budget, the Liberal Government reprofiled these reductions to take effect in 1996-97 and 1997-98. At that time, the Heritage Minister also reconfirmed the Government's Red Book commitment to provide stable, multi-year funding to the Corporation, and its intention not to impose new cuts on the CBC over the next five years. However, due to the national deficit, the February 1995 Federal budget contained substantial reductions to the Corporation's 1995-96 budget as well as to future years' budgets. Of the latter reduction, the Corporation anticipates further reductions of $52.9 million in 1996-97 and $68.3 million in 1997-98. The cumulative effect of Federal budget reductions, including the impact of RCI, totals $311.0 million by 1997-98. For this same period, the Corporation also forecasts unavoidable new costs and inflation increases of some $40.0 million. Therefore, the total effective funding reduction is approximately $350.0 million or 25% by 1997-98.

**INCOME** for the years ended March 31 (millions of dollars)

**1995 (1,362.6)**




**1994 (1,329.1)**




Net advertising revenue for 1994-95 was $307.9 million, including CBC Newsworld and Le Réseau de l'information. This represents an increase of $8.6 million or 2.9% over the previous year. The increase is attributable to a slight general recovery in the television advertising industry.

The Corporation has undertaken several initiatives to address the current economic conditions and other uncertainties within the broadcasting industry. These initiatives include programming changes, some new business ventures and the acquisition of the rights to the 1996 Atlanta Olympics. Advertising revenue for 1995-96 is expected to show some benefit from these initiatives, with greater benefits expected in future years.

Miscellaneous revenue of $103.4 million, which includes CBC Newsworld and Le Réseau de l'information cable subscription revenues, land rental, production facilities rentals, interest on short-term investments, program sales, and other items, was $28.3 million or 37.7% greater than the previous year. The increase is primarily attributed to increased cable subscription fees due to the introduction of Le Réseau de l'information, increased subscribers to CBC Newsworld, program sales, production services and interest on short-term investments.

## OPERATING EXPENSE

| | 94-95 | 93-94 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | $ | |
| Operating expense after taxes | 1,556.3 | 1,481.5 | 74.8 | 5.0 |
| Less: | | | | |
| Items not requiring operating funds | 210.1 | 184.7 | 25.4 | 13.8 |
| Operating expense requiring current operating funds | 1,346.2 | 1,296.8 | 49.4 | 3.8 |

*Financial Overview (cont'd)*

Total operating expense after taxes for 1994-95 was $1,556.3 million as compared to $1,481.5 million the previous year. Of the $74.8 million increase in operating expense, $27.9 million relates to downsizing and expense reduction programs, $21.7 million relates to television services, $16.2 million to specialty services, $8.6 million in selling, merchandising and business ventures and $1.5 million in corporate management and engineering services. These increases were partially offset by a decrease of $1.0 million within radio services. Income and large corporation taxes decreased fifty two thousand dollars.

Expenditures not requiring current operating funds, such as amortization, and deferred pension expense, totalled $210.1 million, an increase of $25.4 million. Of this total increase, $18.7 million relates to the change in program inventories and $4.2 million to the deferred pension expense, $1.8 million to the write down of Bramalea shares and various other categories for $6.6 million. These increases were partially offset by decreases of $4.1 million in amortization expense and $1.8 million in interest expense related to the Canadian Broadcasting Centre accrual mortgage.

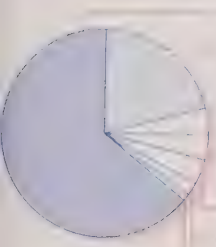
Current year expenditures requiring operating funds totalled $1,346.2 million, an increase of $49.4 million or 3.8% from the previous year. Of the total increase, $24.2 million relates to downsizing and expense reduction programs, $15.7 million relates to Specialty Services, $9.6 million to Selling, Merchandising and Business Ventures. These and other minimal increases in Corporate Management and Engineering Services and Radio Services were partially offset by a $0.5 million reduction in Television services.

The Corporation's operating activities are directly related to parliamentary operating appropriations and self generated revenue. It is anticipated that expenses requiring operating funds in 1995-96 will decrease by the proportionate reduction of $33.1 million to the initial parliamentary operating appropriation. Further we anticipate increases in expenditures related to Le Réseau de l'information which will be offset by their self-generated revenue and, as previously mentioned, significant expenditures in downsizing and expense reduction programs.

## Operating Expense

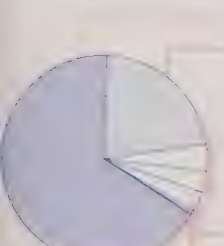
for the years ended March 31 (millions of dollars)

**1995 (1,556.3)**



Television 1,007.0 (64.7%)
Radio 323.8 (20.8%)
Corporate Management and Engineering 65.2 (4.2%)
Selling, Merchandising, Business Ventures 57.3 (3.7%)
Specialty Services 63.1 (4.0%)
Expense Reductions 37.3 (2.4%)
Taxes 2.6 (0.2%)

**1994 (1,481.5)**



Television 985.3 (66.5%)
Radio 324.8 (21.9%)
Corporate Management and Engineering 63.7 (4.3%)
Selling, Merchandising, Business Ventures 48.7 (3.3%)
Specialty Services 46.9 (3.2%)
Expense Reductions 9.4 (0.6%)
Taxes 2.7 (0.2%)

## TELEVISION SERVICES

| | 94-95 | 93-94 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | $ | % |
| Total operating expense | 1,007.0 | 985.3 | 21.7 | 2.2 |
| Less: | | | | |
| Items not requiring operating funds | 148.8 | 126.6 | 22.2 | 17.5 |
| Total television services requiring current operating funds | 858.2 | 858.7 | (0.5) | (0.0) |

*Financial Overview (cont'd)*

The total television operating expense of $1,007.0 million was $21.7 million or 2.2% greater than the previous year. Program activities increased $26.8 million partially offset by a decrease of $5.1 million in distribution activities.

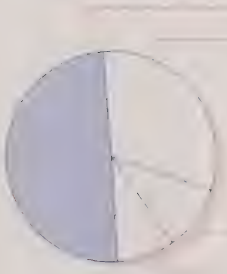
Expenditures not requiring current operating funds of $148.8 million reflect an increase of $22.2 million or 17.5% over the previous year. This increase is primarily attributed to indirect costs associated to reduced inventories for $18.6 million, amortization expense of $1.0 million and miscellaneous other items of $2.6 million.

Current year expenditures requiring operating funds totalled $858.2 million, a decrease of $0.5 million from the previous year. The decrease relates primarily to efficiencies gained in the distribution system partially offset by increased program expenditures.

## Television Services

for the years ended March 31 (millions of dollars)

**1995 (1,007.0)**




**1994 (985.3)**




### Television Program Activities

Program activities have three basic elements:

a) Direct program costs such as talent, rights, contract employees directly related to a single program, outside studios, scripts, travel and all other direct out-of-pocket costs.

b) Production costs which represent the activities associated with technical manpower and facilities, supervisory management associated with the production of programs, unit managers, programming and production administration, operation centres and occupancy costs.

c) Operational support includes the allocated costs for local support services such as Human Resources, Finance, Communications, etc.

| | 94-95 | 93-94 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | $ | % |
| Direct | 316.4 | 306.5 | 9.9 | 3.2 |
| Production | 501.6 | 484.9 | 16.7 | 3.4 |
| Operational support | 80.9 | 80.7 | 0.2 | 0.2 |
| Total operating expense | 898.9 | 872.1 | 26.8 | 3.1 |
| Less: Items not requiring operating funds | 129.8 | 108.1 | 21.7 | 20.1 |
| Total program activities requiring current operating funds | 769.1 | 764.0 | 5.1 | 0.7 |

Of the $26.8 million increase in television program activities, $20.1 million relates to network activities and $9.9 million to regional activities. These increases were partially offset by a decrease of $3.2 million to programs produced in the regions for the networks.

*Financial Overview (cont'd)*

Of the $316.4 million of direct program costs, $258.3 million was incurred for CBC produced and co-produced programs in the following categories: Sports for $76.4 million, News and Current Affairs for $63.4 million, Variety for $45.9 million, Drama for $45.3 million, and various other categories for $27.3 million. The remaining $58.1 million of direct program costs related to series and films produced by other Canadian and foreign agencies.

Total direct program costs increased $9.9 million with the following changes within program categories: Procured programs increased $7.5 million due in part to replacement programming during the hockey and baseball strikes; Variety increased $3.1 million due primarily to *Rita & Friends* as well as special variety programs; Sports increased $2.7 million due primarily to the Commonwealth games; and Drama increased $1.2 million. These increases were partially offset by a decrease of $3.3 million in News and Current Affairs due primarily to federal election coverage in the previous year; and a decrease of $1.4 million in various other categories

The total production cost of $501.6 million reflects an increase of $16.7 million or 3.4% from the previous year. This increase relates primarily to a reduction in inventory which is an item not requiring current operating funds.

Operational support expenditures of $80.9 million increased $0.2 million or 0.2% from the previous year.

### Television Distribution Activities

| | 94-95 | 93-94 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | $ | % |
| Total operating expense | 108.1 | 113.2 | (5.1) | (4.5) |
| Less: | | | | |
| Items not requiring operating funds | 19.0 | 18.5 | 0.5 | 2.7 |
| Total distribution activities requiring current operating funds | 89.1 | 94.7 | (5.6) | (5.9) |

Distribution activities of $108.1 million reflect a decrease of $5.1 million or 4.5% as compared to the previous year. Of the total decrease, $4.4 million relates to network/station distribution which includes satellite costs, main transmitters, studio to transmitter links, master control, technical and operational support and various other related expenditures. Payments to private stations also reflect a minor decrease of $0.7 million.

Items not requiring current operating funds of $19.0 million reflect an increase of $0.5 million or 2.7%. The increase relates primarily to amortization expense.

The total distribution activities requiring current operating funds decreased $5.6 million or 5.9%. The decrease relates primarily to efficiencies gained in the television distribution system, associated support services and reduced payments to private stations.

## RADIO SERVICES

| | 94-95 | 93-94 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | $ | % |
| Total operating expense | 323.8 | 324.8 | (1.0) | (0.3) |
| Less: | | | | |
| Items not requiring operating funds | 42.8 | 44.0 | (1.2) | (2.7) |
| Total radio services requiring current operating funds | 281.0 | 280.8 | 0.2 | 0.1 |

The total radio operating expense of $323.8 million was $1.0 million, or 0.3% less than the previous year. Program activities decreased $0.9 million and distribution activities decreased $0.1 million.

*Financial Overview (cont'd)*

Expenditures not requiring current operating funds totalled $42.8 million, a decrease of $1.2 million or 2.7% from the previous year's total of $44.0 million. The decrease relates primarily to amortization expense.

The total radio services requiring current operating funds were $281.0 million, an increase of $0.2 million or 0.1% from the previous year. The increase relates primarily to program activities for $0.9 million partially offset by a decrease of $0.7 million in distribution activities due primarily to efficiency gains in the distribution system.

## Radio Services

for the years ended March 31 (millions of dollars)

**1995 (323.8)**



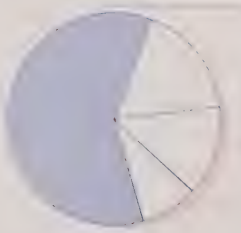
Production 196.6 (60.7%)

Directs 56.0 (17.3%)

Distribution 40.9 (12.6%)

Operational Support 30.3 (9.4%)

**1994 (324.8)**



Production 195.9 (60.3%)

Directs 56.5 (17.4%)

Distribution 42.0 (12.9%)

Operational Support 30.4 (9.4%)

### Radio Program Activities

Program activities in radio services contain the same three basic elements as defined in television services. Comparative totals for these elements are as follows:

| | 94-95 | 93-94 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | $ | % |
| Direct | 56.0 | 56.5 | (0.5) | (0.8) |
| Production | 196.6 | 195.9 | 0.7 | 0.4 |
| Operational support | 27.5 | 28.6 | (1.1) | (3.8) |
| Total operating expense | 280.1 | 281.0 | (0.9) | (0.3) |
| Less: | | | | |
| Items not requiring operating funds | 33.5 | 35.3 | (1.8) | (5.1) |
| Total program activities requiring current operating funds | 246.6 | 245.7 | 0.9 | 0.4 |

The $56.0 million of direct program costs were incurred in the following program categories: News and Current Affairs for $25.3 million, Serious Music for $10.4 million, Variety for $5.2 million, Sports for $1.9 million, Drama for $1.4 million, and various other categories for $11.8 million.

The $0.5 million decrease in direct program costs relates primarily to News and Current Affairs due to federal election coverage the previous year.

The total production cost of $196.6 million is $0.7 million or 0.4% greater than the previous year. The increase relates primarily to regional programming activities.

Operational support expenditures of $27.5 million reflect a decrease of $1.1 million or 3.8% from the previous year and was realized primarily in regional programming.

*Financial Overview (cont'd)*

## Radio Distribution Activities

| | 94-95 | 93-94 | Increase (Decrease) $ | Increase (Decrease) % |
|---|---|---|---|---|
| | *(millions of dollars)* | | | |
| Total operating expense | 43.7 | 43.8 | (0.1) | (0.2) |
| Less: Items not requiring operating funds | 9.3 | 8.7 | 0.6 | 6.9 |
| Total distribution activities requiring current operating funds | 34.4 | 35.1 | (0.7) | (2.0) |

Distribution activities of $43.7 million reflect a minimal decrease of $0.1 million or 0.2% compared to the previous year. Costs recorded within these activities include satellite, main transmitters, studio to transmitter links, technical and operational support and various other related expenditures.

Items not requiring current operating funds of $9.3 million reflect an increase of $0.6 million from the previous year. The increase relates primarily to amortization and miscellaneous other items.

In total, radio distribution activities requiring operating funds decreased $0.7 million or 2.0%. The decrease relates primarily to efficiency gains in the distribution system.

## CORPORATE MANAGEMENT AND ENGINEERING SERVICES

| | 94-95 | 93-94 | Increase (Decrease) $ | Increase (Decrease) % |
|---|---|---|---|---|
| | *(millions of dollars)* | | | |
| Corporate and Engineering Management Services | 31.3 | 29.7 | 1.6 | 5.4 |
| Corporate Services | 33.9 | 34.0 | (0.1) | (0.2) |
| Total operating expense | 65.2 | 63.7 | 1.5 | 2.3 |
| Less: Items not requiring operating funds | 8.9 | 7.7 | 1.2 | 15.6 |
| Total activities requiring current operating funds | 56.3 | 56.0 | 0.3 | 0.5 |

Corporate and Engineering management services include that portion of finance and administration, human resources, planning, regulatory affairs, legal counsel, engineering, etc., which set direction, policies and standards, provide professional advice, strategic support and application development.

Corporate services include components of the above noted which offer and maintain corporate systems for transactional/operational day-to-day processes and provide support to all media and other activities. Corporate services are centralized for various reasons principally for economies of scale, efficiency and uniformity.

Total operating costs increased $1.5 million from the previous year. The increase relates to the write down of Bramalea shares to their net realizable value and is an item not requiring current operating funds.

*Financial Overview (cont'd)*

## SELLING, MERCHANDISING AND BUSINESS VENTURES

| | 94-95 | 93-94 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | $ | % |
| Total Operating Expense | 57.3 | 48.7 | 8.6 | 17.6 |
| Less: | | | | |
| Items not requiring operating funds | 2.4 | 3.4 | (1.0) | (29.4) |
| Total activities requiring current operating funds | 54.9 | 45.3 | 9.6 | 21.2 |

Included in this activity are expenditures associated to the sales and marketing of time sales to advertisers, the cost of program sales to other broadcasters, and costs associated to the Corporation's activities in various business ventures.

The total operating expense increase of $8.6 million relates primarily to business ventures. Items not requiring current operating funds decreased $1.0 million or 29.4% as compared to the previous year and relates primarily to pension expense, amortization and other items.

## SPECIALTY SERVICES

| | 94-95 | 93-94 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | $ | % |
| Total operating expense | 63.1 | 46.9 | 16.2 | 34.5 |
| Less: | | | | |
| Items not requiring operating funds | 3.2 | 2.7 | 0.5 | 18.5 |
| Total activities requiring current operating funds | 59.9 | 44.2 | 15.7 | 35.5 |

Included in this activity are CBC Newsworld and Le Réseau de l'information which operate on self funded basis and Radio Canada International which was operated under agreement with the Minister of Foreign Affairs, whereby the cost of the service was recovered from their funding.

The increase in total operating expense of $16.2 million relates primarily to CBC Newsworld and the introduction of Le Réseau de l'information which offset these increased expenditures with incremental cable subscription and advertising revenues. Items not requiring operating funds increased $0.5 million or 18.5% and relate primarily to the amortization expense and other items related to the introduction of Le Réseau de l'information.

*Financial Overview (cont'd)*

## DOWNSIZING AND EXPENSE REDUCTION PROGRAMS

| | 94-95 | 93-94 | Increase (Decrease) | |
|---|---|---|---|---|
| | *(millions of dollars)* | | $ | % |
| Total operating expense | 37.3 | 9.4 | 27.9 | 296.8 |
| Add: | | | | |
| Unfunded expenses recorded in prior years | 23.1 | 6.1 | 17.0 | 278.7 |
| Total expense requiring operating funds | 60.4 | 15.5 | 44.9 | 289.7 |
| Less: | | | | |
| Items not requiring current operating funds | 4.0 | 0.3 | 3.7 | 1,233.3 |
| Total expense requiring current operating funds | 56.4 | 15.2 | 41.2 | 271.1 |

The increase in total operating expenses for downsizing and expense reduction programs of $27.9 million is due to the initiative taken by the Corporation to address the initial reduction in parliamentary appropriations announced by the government in its February 1995 Budget. Management has estimated that to achieve the total reduction target, the Corporation's workforce will be reduced through voluntary separation and lay-offs. Unfunded expenses recorded in prior years relates to termination benefits expensed as earned by the effected employees. Expenses related to this initial exercise which will require operating funds total $60.4 million of which $56.4 million was charged against the current operating funds.

The Corporation anticipates addressing a total projected funding reduction of approximately $350.0 million over the next three years. Significant expenditures related to downsizing will be reported as incurred in future periods.

## FINANCIAL POSITION

### Assets

Total assets of $1,613.0 million reflect an increase of $31.0 million from last year. Current assets decreased $7.3 million while capital and other assets increased $38.3 million.

Within the current assets, cash and short-term investments increased $21.2 million and accounts receivable increased $16.0 million while there were decreases of $24.6 million in programs completed and in process of production and $19.9 million in prepaid film and script rights and other items.

Within the capital and other assets, deferred charges and goodwill increased $34.3 million due primarily to a long-term contract prepayments and goodwill associated to the acquisition of a broadcast undertaking. Capital assets increased a minimal amount of $4.9 million since the amortization expense for the year was slightly less than the investment in new capital assets. Investments decreased a net amount of $1.0 million which relates primarily to the write down of Bramalea shares to their net realizable value.

### Liabilities

Total current liabilities of $282.3 million reflect an increase of $49.4 million when compared to the previous year. Employee termination benefits increased $30.7 million which relates to the downsizing activity. Accounts payable and accrued liabilities increased $24.1 million due primarily to liabilities related to the acquisition of a broadcast undertaking, other elements of the downsizing, program related rights and various other items. The decrease in accrued vacation pay of $3.6 million relates to the workforce adjustment.

*Financial Overview (cont'd)*

The accrued interest obligation decreased $1.8 million and relates entirely to the accrual mortgage interest on the Canadian Broadcasting Centre. The decrease reflects favourable short-term interest rates whereby the current year's payment was sufficient to pay the previous years's and a portion of the current year's expense.

Long-term liabilities of $592.0 million decreased by $0.2 million when compared to the previous year. Of this net decrease, $33.0 million relates to advances from the government which were transferred to equity, and $9.5 million to reductions in termination benefits which were transferred to current liabilities due to the workforce adjustment. These decreases were offset by an increase of $42.2 million to the deferred pension liability which is the combined effect of the increase in the pension expense and enhanced pension benefit due to the downsizing and expense reduction program as well as the pension contribution holiday (this represents the difference between the accumulated pension expense and the required funding contributions).

## FINANCIAL CONDITION

The Statement of Cash Flow discloses the Corporation's sources and uses of cash. Cash provided by operating activities consists of the excess of expense over income, as reported in the Statement of Income and Expense and Reconciliation to Government Funding Basis, adjusted for capital related items and items that do not involve the outlay or receipt of cash during the year (i.e. amortization of capital assets and deferred charge, Canadian Broadcasting Centre interest expense, employee termination benefits and the deferred pension contribution) and the net change in non-cash working capital balances (see note 12).

Cash provided by financing activities consists primarily of parliamentary appropriations for capital and working capital. The capital appropriation of $138.5 million reflects an increase of $7.6 million. The 1993-94 total of $130.9 million reflected a transfer of $8.7 million from capital appropriations to operating appropriations. It should be noted that, while the Corporation gained a limited borrowing authority during the 1994-95 fiscal year, the Corporation did not exercise the authority. This ability to borrow will permit the CBC greater flexibility to invest in activities with determined paybacks.

## CAPITAL EXPENSE

The total reported expense for the year of $145.6 million includes the Corporation's proportionate share related to joint venture acquisitions of $1.2 million. The Corporation's capital expenditures totalled $144.4 million which were $11.1 million greater than the previous year's total of $133.3 million. The increase relates to appropriation realignments.

The Corporation has a very detailed capital planning model, whereby all projects are evaluated and prioritized through measurement of activities and criteria. Due to physical and operational obsolescence of equipment, projects addressing this criteria are accorded the highest priority within the capital appropriation limits.

*Financial Overview (cont'd)*

In line with this process, the total expense of $144.4 million for 1994-95 is broken down as follows:

- $30.9 million was attributed to the consolidation of facilities almost all of which relates to the Canadian Broadcasting Centre in Toronto and the Windsor plant.
- $57.6 million was attributed to production facilities which include all production equipment, computer applications, research and development studies, test equipment, etc., that are predominantly used in the production of programs that are aired.
- $18.5 million was attributed to transmission which includes all projects which support the delivery of the signal from master control to the general public.
- $37.4 million was attributed to presentation areas which are facilities used to the point when a signal leaves master control. These include booth and associated routing facilities, equipment to insert commercials and delay centres.

## Capital Expense

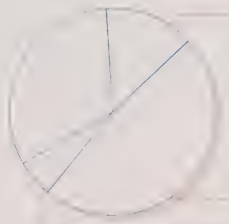
for the years ended March 31 (millions of dollars)

**1995 (144.4)**



Production Facilities 57.6 (39.9%)
Transmission 18.5 (12.8%)
Consolidation 30.9 (21.4%)
Presentation 37.4 (25.9%)

**1994 (133.3)**



Production Facilities 43.2 (32.2%)
Transmission 18.6 (14.0%)
Consolidation 63.8 (47.9%)
Presentation 7.7 (5.8%)

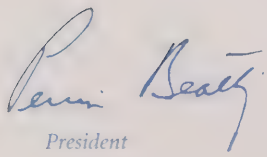
## MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

*The financial statements and all other information presented in this annual report are the responsibility of management and have been reviewed and approved by the Board of Directors of the Corporation. These financial statements, which include amounts based on management's best estimates as determined through experience and judgement, have been properly prepared within reasonable limits of materiality and are in accordance with generally accepted accounting principles.*

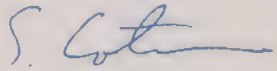
*Management of the Corporation maintains books of account, records, financial and management control, and information systems, which are designed for the provision of reliable and accurate financial information on a timely basis. These controls provide reasonable assurance that assets are safeguarded, that resources are managed economically and efficiently in the attainment of corporate objectives, that operations are carried out effectively and that transactions are in accordance with the Broadcasting Act and the by-laws of the Corporation.*

*The Corporation's Internal Auditor has the responsibility for assessing the Corporation's systems, procedures and practices. The Auditor General of Canada conducts an independent audit of the annual financial statements and reports on his audit to the Canadian Broadcasting Corporation and the Minister of Canadian Heritage.*

*The Board of Directors' Audit Committee, which consists of seven members, none of whom is an officer of the Corporation, reviews and advises the Board on the financial statements and the Auditor General's report thereto. The Audit Committee oversees the activities of Internal Audit and meets with management, the Internal Auditor and the Auditor General on a regular basis to discuss the financial reporting process as well as auditing, accounting and reporting issues.*



*President*



*Vice-President, Finance and Administration*

*Ottawa, Canada*
*June 2, 1995*

## AUDITOR'S REPORT

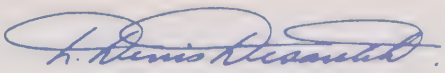
*To the Board of Directors of the Canadian Broadcasting Corporation*
*and the Minister Designate of Canadian Heritage*

*I have audited the balance sheet of the Canadian Broadcasting Corporation as at March 31, 1995 and the statements of income and expense and reconciliation to government funding basis, proprietor's equity accounts and cash flow for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.*

*I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.*

*In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 1995 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles. As required by the Broadcasting Act, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.*

*Further, in my opinion, the transactions of the Corporation that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part III of the Broadcasting Act and the by-laws of the Corporation.*



*L. Denis Desautels, FCA*
*Auditor General of Canada*

*Ottawa, Canada*
*June 2, 1995*

## Statement of Income and Expense and Reconciliation to Government Funding Basis

*For the year ended March 31, 1995*

| | 1995 | 1994 |
|---|---|---|
| | *(thousands of dollars)* | |
| **Income** | | |
| Parliamentary operating appropriation (Note 3) | 951,358 | 954,662 |
| Net advertising | 307,871 | 299,282 |
| Miscellaneous | 103,361 | 75,128 |
| | 1,362,590 | 1,329,072 |
| **Expense** | | |
| Television services (see Schedule A) | 1,006,987 | 985,336 |
| Radio services (see Schedule A) | 323,853 | 324,789 |
| Corporate management and engineering services | 65,187 | 63,724 |
| Selling, merchandising and business ventures | 57,263 | 48,699 |
| Specialty services (Note 4) | 63,087 | 46,854 |
| Downsizing and expense reduction programs (Note 5) | 37,274 | 9,338 |
| Total expense before taxes | 1,553,651 | 1,478,740 |
| Income and large corporations taxes (Note 6) | 2,656 | 2,708 |
| Total expense after taxes | 1,556,307 | 1,481,448 |
| Excess of expense over income | 193,717 | 152,376 |
| Reconciliation to government funding basis | | |
| Deduct: Net items not requiring current operating funds (Note 3) | 172,086 | 155,194 |
| (Deficit) surplus for the year | (21,631) | 2,818 |
| Surplus, beginning of year | 21,987 | 19,169 |
| **Surplus, end of year** | 356 | 21,987 |

The accompanying notes and schedule A form an integral part of the financial statements.

*Schedule A*

## SCHEDULE OF TELEVISION AND RADIO SERVICES EXPENSE

*For the year ended March 31, 1995*

| | 1995 | 1994 |
|---|---|---|
| | *(thousands of dollars)* | |
| **Television Services** | | |
| Program Activities | | |
| English | | |
| Network | 422,495 | 399,761 |
| Regional contributions to network | 64,240 | 64,714 |
| Regional | 93,932 | 87,958 |
| French | | |
| Network | 253,178 | 255,768 |
| Regional contributions to network | 21,902 | 24,630 |
| Regional | 43,151 | 39,275 |
| | 898,898 | 872,106 |
| Distribution Activities | | |
| Network/station distribution | 90,910 | 95,378 |
| Payments to private stations | 17,179 | 17,852 |
| | 108,089 | 113,230 |
| | 1,006,987 | 985,336 |
| **Radio Services** | | |
| Program Activities | | |
| English | | |
| Network | 73,327 | 73,602 |
| Regional contributions to network | 24,893 | 25,045 |
| Regional | 77,045 | 77,808 |
| French | | |
| Network | 49,514 | 49,998 |
| Regional contributions to network | 10,337 | 10,198 |
| Regional | 45,013 | 44,311 |
| | 280,129 | 280,962 |
| Distribution Activities | 43,724 | 43,827 |
| | 323,853 | 324,789 |

The accompanying notes form an integral part of the financial statements.

## Balance Sheet

*For the year ended March 31, 1995*

| | 1995 | 1994 |
|---|---|---|
| | *(thousands of dollars)* | |
| **ASSETS** | | |
| **Current** | | |
| Cash and short-term investments | 58,608 | 37,395 |
| Accounts receivable | 103,392 | 87,375 |
| Programs completed and in process of production, or available for sale | 76,965 | 101,559 |
| Prepaid film and script rights and other expenses | 57,580 | 77,541 |
| | 296,545 | 303,870 |
| Investments | 915 | 1,900 |
| Capital assets (Note 7) | 1,279,489 | 1,274,554 |
| Deferred charges and goodwill (Note 8) | 36,011 | 1,717 |
| | 1,612,960 | 1,582,041 |
| **LIABILITIES** | | |
| **Current** | | |
| Accounts payable and accrued liabilities | 176,396 | 152,309 |
| Accrued vacation pay | 54,272 | 57,900 |
| Employee termination benefits | 36,074 | 5,379 |
| Accrued interest on capital lease | 15,577 | 17,345 |
| | 282,319 | 232,933 |
| **Long-term** | | |
| Employee termination benefits | 104,093 | 113,589 |
| Deferred pension liability (Note 9) | 69,932 | 27,712 |
| Advances from Government of Canada (Note 10) | – | 33,000 |
| Obligations under capital leases (Note 11) | 418,017 | 417,985 |
| | 592,042 | 592,286 |
| **PROPRIETOR'S EQUITY** | | |
| Proprietor's equity account | 738,599 | 756,822 |
| | 1,612,960 | 1,582,041 |

The accompanying notes and schedule A form an integral part of the financial statements.

Approved on behalf of the Board of Directors

Vice-President,
Finance and Administration

Director

Director

## Statement of Proprietor's Equity Account

*For the year ended March 31, 1995*

| | 1995 | 1994 |
|---|---|---|
| | *(thousands of dollars)* | |
| **Balance, beginning of year** | 756,822 | 774,321 |
| **Add (deduct):** | | |
| Parliamentary appropriations (Note 3) | | |
| Capital | 138,494 | 130,877 |
| Working capital | 4,000 | 4,000 |
| Transfer of advances to equity | 33,000 | – |
| (Deficit) surplus for the year | (21,631) | 2,818 |
| Net items not requiring current operating funds (Note 3) | (172,086) | (155,194) |
| **Balance, end of year** | 738,599 | 756,822 |

The accompanying notes and schedule A form an integral part of the financial statements.

## Statement of Cash Flow

*For the year ended March 31, 1995*

| | 1995 | 1994 |
|---|---|---|
| | *(thousands of dollars)* | |
| **Operating activities** | | |
| Excess of expense over income | (193,717) | (152,376) |
| Capital related items | 1,924 | (1,673) |
| Items not involving cash | | |
| Amortization of capital assets | 123,600 | 127,727 |
| Write down of investment | 1,805 | – |
| Amortization of deferred charge and goodwill | 1,527 | 710 |
| Employee termination benefits | (9,496) | 1,468 |
| Deferred pension contribution | 42,220 | 37,815 |
| Net change in non-cash working capital balances (Note 12) | 77,888 | (49,512) |
| | 45,751 | (35,841) |
| **Financing activities** | | |
| Parliamentary appropriations (Note 3) | | |
| Capital | 138,494 | 130,877 |
| Working capital | 4,000 | 4,000 |
| Proceeds on disposal of capital assets and investment/ financing from other organizations | 5,392 | 3,349 |
| Capital lease obligations assumed | 2,403 | 4,211 |
| | 150,289 | 142,437 |
| **Investing activities** | | |
| Acquisition of capital assets | (135,036) | (132,509) |
| Capital portion of lease payments | (46) | (811) |
| Building and equipment acquired under capital leases | (2,403) | (4,211) |
| Acquisition of broadcast undertaking | (10,500) | – |
| Deferred charges | (26,022) | – |
| Investment | (820) | – |
| | (174,827) | (137,531) |
| Increase (decrease) in cash and short-term investments | 21,213 | (30,935) |
| Cash and short-term investments, beginning of year | 37,395 | 68,330 |
| Cash and short-term investments, end of year | 58,608 | 37,395 |

The accompanying notes and schedule A form an integral part of the financial statements.

# NOTES TO FINANCIAL STATEMENTS

*For the year ended March 31, 1995*

## 1. Authority and Objective

The Canadian Broadcasting Corporation was first established by the 1936 Canadian Broadcasting Act and continued by the 1958, 1968 and 1991 Broadcasting Acts. The Corporation is an agent of Her Majesty and all property acquired by the Corporation is the property of Her Majesty.

As the national public broadcaster, the Canadian Broadcasting Corporation provides radio and television services in both official languages incorporating predominantly and distinctively Canadian programs to reflect Canada and its regions to national and regional audiences.

## 2. Significant Accounting Policies

### a. Basis of Presentation

The financial statements include the accounts of the Corporation and its proportionate share of the assets, liabilities, revenues and expenses relating to joint venture activities.

### b. Parliamentary Appropriations

The Corporation is mainly financed by the Parliament of Canada. Parliamentary appropriations are provided for operating expenditures in accordance with Government of Canada policy for funding current operations and are recorded as income. Parliamentary appropriations for capital and working capital are credited to Proprietor's Equity Account.

### c. Programs Completed and in Process of Production, or Available for Sale

Programs completed and in process of production, or available for sale are stated at cost. Cost includes the cost of goods and services, and the share of labour and overhead expenses applicable to programs.

Program costs are charged to operations as the programs are broadcast or deemed unusable, or are sold.

### d. Film Rights

The Corporation enters into contracts for film broadcasting rights. As payments are made under the terms of each contract they are reflected in the accounts as prepaid film rights. The film rights are charged to operations as the films are broadcast or deemed unusable.

### e. Investments

Investments are valued at cost less a write down for any loss that is other than a temporary decline.

### f. Capital Assets

Capital assets are recorded at cost. The cost of assets constructed by the Corporation includes material, engineering services, direct labour and related overhead. Assets recorded as capital leases are initially recorded at the present value of the minimum lease payments at the inception of the

*Notes to Financial Statements (cont'd)*

lease. Amortization is calculated on the straight-line method using rates based on the estimated useful life of the assets as follows:

| | |
|---|---|
| • Buildings | 33 years |
| • Technical equipment | |
| Transmitters and towers | 20 years |
| Other | 10 years |
| • Furnishings and office equipment | 10 years |
| • Computers | 5 years |
| • Automotive | 5 years |

Leasehold improvements are capitalized and amortized over the remaining term of the respective leases to a maximum period of five years. Amounts included in uncompleted capital projects are transferred to the appropriate capital asset classification upon completion, and are then amortized according to the Corporation's policy.

g. **Deferred Charges and Goodwill**
Deferred costs incurred in the development of specialty channels and goodwill arising from the acquisition of broadcast undertakings are amortized over seven years based on a normal license period. Deferred costs incurred by joint ventures are amortized over a period of five years. Other costs are amortized over the period of the respective agreements.

h. **Pension Cost and Obligation**
The Corporation provides pensions based on length of service and final average earnings as classified under a number of defined benefit retirement pension arrangements. The administrative costs associated with the management of the pension arrangements are absorbed by the Corporation.

The cost of pension benefits earned by employees is determined using the projected benefit method of actuarial valuation with projected salary increases where appropriate, pro-rated on services and charged to operations as services are rendered. This cost reflects management's best estimate of the pension fund's expected investment yields, and of salary escalations, mortality of members, terminations and ages at which members will retire. The surplus on the introduction of this accounting policy, adjustments arising from plan amendments, experience gains and losses and changes in assumptions are amortized over the estimated average remaining service life of the employee group.

The difference between the accumulated amounts expensed and the funding contributions is reflected in the balance sheet as a long-term deferred charge or deferred pension liability as the case may be.

i. **Employee Termination Benefits and Vacation Pay**
Employee termination benefits and vacation pay are expensed as benefits accrue to employees under their respective terms of employment.

Termination benefits are calculated on an actuarial basis taking into account the future expected payments, the probabilities of payment and discount to the valuation date. The present value of the projected cost is recorded as a liability.

Vacation pay is valued at cost calculated at salary levels in effect at the end of the year for all unused vacation pay benefits accruing to employees.

*Notes to Financial Statements (cont'd)*

## 3. Parliamentary Appropriations

Parliamentary appropriations approved and the payments received by the Corporation during the year are as follows:

| | 1995 | 1994 |
|---|---|---|
| | *(thousands of dollars)* | |
| Appropriations | | |
| Operating | 951,358 | 954,662 |
| Capital | 138,494 | 130,877 |
| Working capital | 4,000 | 4,000 |
| | **1,093,852** | **1,089,539** |
| Transfer of advances to equity | 33,000 | – |

The following summarizes the reconciling items between the statement of income and expense and the government funding basis.

| | 1995 | 1994 |
|---|---|---|
| | *(thousands of dollars)* | |
| Items included in the statement of income and expense not requiring or generating current operating funds | | |
| Income items related to capital assets | – | (1,673) |
| Expense related to operating activities: | | |
| Amortization of capital assets | 123,600 | 127,727 |
| Goodwill and other | 1,368 | – |
| Loss on capital related items | 1,924 | – |
| Interest expense on capital lease | 15,577 | 17,345 |
| Write down of investment | 1,805 | – |
| Employee termination benefits and vacation pay | 9,927 | 4,315 |
| Deferred pension contribution | 42,220 | 38,026 |
| Program inventory costs | 16,061 | (2,681) |
| | **212,482** | **184,732** |
| Deduct: | | |
| Net items not included in the statement of income and expense which require current operating funds | 40,396 | 27,865 |
| Net items not requiring current operating funds | 172,086 | 155,194 |

*Notes to Financial Statements (cont'd)*

## 4. Specialty Services

The Corporation operates three specialty services: CBC Newsworld, Radio Canada International (RCI) and, effective January 1, 1995, Réseau de l'information (RDI).

The net expense of these specialty services is as follows:

| | 1995 | 1994 |
|---|---|---|
| | *(thousands of dollars)* | |
| Cost of specialty services | 79,931 | 62,944 |
| Less: | | |
| Government assistance | 16,844 | 16,090 |
| Net expense | 63,087 | 46,854 |

The Corporation operates CBC Newsworld and RDI under license conditions that the operations be reported on an incremental cost/revenue basis. In compliance with the license conditions, the Corporation will report the following results for 1995, and has reported the results for 1994, to the Canadian Radio-Television and Telecommunications Commission.

| | 1995 | 1994 |
|---|---|---|
| | *(thousands of dollars)* | |
| **CBC Newsworld** | | |
| Incremental costs | 53,117 | 45,995 |
| Incremental revenues | 52,676 | 47,311 |
| **RDI** | | |
| Incremental costs | 5,903 | – |
| Incremental revenues | 6,323 | – |

As at March 31, 1995, the cumulative excess of incremental revenues over expenses retained for CBC Newsworld's future activities totalled $1.2 million (1994 - $1.7 million) and for RDI $0.4 million (1994 - nil). These activities are an integral part of the operations of the Corporation. The incremental costs are included in the above specialty services expense and the incremental revenues are reported as income.

**RCI**

Radio Canada International (RCI) is operated under agreement with the Minister of Foreign Affairs, whereby the cost of the service is recovered from their funding.

## 5. Downsizing and Expense Reduction Programs

During the fiscal year 1994-95 the Corporation, subsequent to a review process, implemented multi-year expense reduction programs to address the budget reductions announced by the previous Conservative government, unfunded inflationary increases, and unavoidable new operating costs. In February 1995, the Corporation accelerated these programs and initiated the planning process required to address further significant reductions to parliamentary appropriations as announced in the February 1995 Federal budget.

*Notes to Financial Statements (cont'd)*

Over the next three years, it is anticipated that the Corporation's operations will be considerably reduced and will result in the departure of a significant number of employees in the form of lay-offs and voluntary separations. The total costs associated with this multi-year downsizing exercise cannot be estimated but will be reported in future years as the current reviews of the Corporation are completed. Management's best estimate of the expense for 1994-95 related to the workforce reduction is as follows:

| | 1995 | 1994 |
|---|---|---|
| | *(thousands of dollars)* | |
| Employee termination and special benefits (1) | 37,274 | 9,338 |
| Reconciliation to government funding basis | | |
| Add: Unfunded expenses recorded in previous fiscal years (2) | 23,051 | 6,127 |
| Expenses on a government funding basis (3) | 60,325 | 15,465 |

(1) Severance payments and employment security benefits governed by labour agreements and special programmes amounting to $33.3 million as well as enhanced pension benefits of $4.0 million.

(2) Employee termination benefits and vacation pay expensed in previous years as benefits accrued to employees under their respective terms of employment.

(3) The cash outlay associated with the identified elements of the downsizing and the expense reduction programs which require government operating funds are estimated at $60.3 million.

## 6. Income and Large Corporations Taxes

The Corporation is a prescribed federal Crown corporation under Part LXXI of the Income Tax Regulations and is subject to the provisions of the Income Tax Act (Canada). The Corporation is not subject to provincial income taxes on its own activities.

During the year, the Corporation incurred large corporations tax of $2.6 million (1994 - $2.7 million).

The Corporation has net timing differences resulting from revenue and expense items reported for tax purposes in different periods than for accounting purposes of $179.6 million (1994 - $123.9 million). These timing differences generally result from the accrual of pension and severance pay costs, and capital cost allowance on its long term capital lease where funding for the lease obligation is provided over several years. Capital cost allowance is not claimed on other capital assets as the related capital funding is usually received in full in the same year in which the asset is acquired. The benefit of these timing differences has not been recognized in the financial statements.

*Notes to Financial Statements (cont'd)*

## 7. Capital Assets

| | Cost | Accumulated Amortization | Net Book Value 1995 | 1994 |
|---|---|---|---|---|
| | | *(thousands of dollars)* | | |
| Land | 36,131 | – | 36,131 | 36,362 |
| Buildings | 333,315 | 168,395 | 164,920 | 157,234 |
| Technical equipment | 1,022,908 | 541,845 | 481,063 | 463,417 |
| Furnishings, office equipment and computers | 68,929 | 33,141 | 35,788 | 24,746 |
| Automotive | 26,800 | 14,581 | 12,219 | 10,351 |
| Leasehold improvements | 5,118 | 4,267 | 851 | 832 |
| Property under capital leases | 513,142 | 30,801 | 482,341 | 495,025 |
| Uncompleted capital projects | 66,176 | – | 66,176 | 86,587 |
| | 2,072,519 | 793,030 | 1,279,489 | 1,274,554 |

## 8. Deferred Charges and Goodwill

| | Cost | Accumulated Amortization | Net Book Value 1995 | 1994 |
|---|---|---|---|---|
| | | *(thousands of dollars)* | | |
| Deferred Charges | | | | |
| CBC Newsworld | 6,490 | 5,483 | 1,007 | 1,717 |
| Réseau de l'information | 4,849 | – | 4,849 | – |
| Joint venture activities | 2,839 | 175 | 2,664 | – |
| Other agreements | 18,509 | – | 18,509 | – |
| Goodwill | 9,799 | 817 | 8,982 | – |
| | 42,486 | 6,475 | 36,011 | 1,717 |

*Notes to Financial Statements (cont'd)*

## 9. Deferred Pension Liability

Projections from an actuarial valuation prepared for accounting purposes show an estimated present value of accrued pension benefits of $2,357.5 million as at March 31, 1995 (1994 - $2,282.2 million) which includes $11.0 million (1994 - $9.5 million) of unfunded retirement benefits. The market value of the pension fund assets as at March 31, 1995 was $2,421.7 million (1994 - $2,292.2 million).

The accrued pension benefits as at March 31, 1995 include an estimate of the financial impact of benefit improvements recently approved by the Board of Directors, which impacts the workforce adjustment program that affects employees in 1995. The impact of further workforce adjustment in future years has not been taken into account this year.

The deferred pension liability as at March 31, 1995 amounting to $69.9 million (1994 - $27.7 million) is the difference between the accumulated pension expense and the funding contributions.

During the year, the Corporation continued to temporarily suspend its contributions to the CBC pension fund as approved by the Board of Directors and initiated in January 1993. Contributions recommenced in February 1995.

## 10. Advances from Government of Canada

In 1994-95, Government of Canada advances of $33.0 million for working capital purposes which accumulated to the year ended March 31, 1981 were converted to proprietor's equity.

## 11. Obligation Under Capital Leases

### a. Canadian Broadcasting Centre, Toronto

In September 1988 and with Governor in Council approval, the Corporation signed a project agreement with Cadillac Fairview Corporation Limited for the construction of the Canadian Broadcasting Centre, on the Corporation's site in downtown Toronto.

In August 1991, the Corporation executed a lease on the building for a term extending to August 30, 2038.

In July 1992, the Corporation took occupancy of the building and recorded the capital lease. In the event of termination of the lease, at the Corporation's option or otherwise, the Corporation is committed to pay sufficient rent to repay all interim and permanent financing on the building. However, management intends to completely discharge its obligation under the lease and obtain free title to the Canadian Broadcasting Centre in 30 years from the date where long-term financing is obtained.

*Notes to Financial Statements (cont'd)*

Future minimum lease payments and the obligation under the capital lease are as follows:

| | *(thousands of dollars)* |
|---|---|
| 1996 | 33,872 |
| 1997 | 35,601 |
| 1998 | 37,541 |
| 1999 | 40,316 |
| 2000 | 43,699 |
| Thereafter (*) | 1,181,170 |
| Total minimum future payments (*) | 1,372,199 |
| Deduct: Imputed interest | (954,349) |
| Present value of minimum capital lease obligation | 417,850 |
| Accumulated interest obligation | 15,577 |
| Obligation under capital lease | 433,427 |

(*) Consistent with its intention, management has estimated the total amounts payable under the capital lease based on interest rates considered probable for such financing amortized over a 30 year period.

b. Other

As at March 31, the Corporation's obligation related to a capital lease, other than the Canadian Broadcasting Centre, is as follows:

| | *(thousands of dollars)* |
|---|---|
| 1996 | 60 |
| 1997 | 60 |
| 1998 | 60 |
| 1999 | 60 |
| 2000 | 45 |
| Total future payments | 285 |
| Deduct: Imputed interest | (82) |
| Present value of capital lease obligation | 203 |
| Deduct: Current portion | (36) |
| Long-term obligation under capital lease | 167 |

## 12. Net Change in Non-Cash Working Capital Balances

| | 1995 | 1994 |
|---|---|---|
| | *(thousands of dollars)* | |
| Cash provided by (used for): | | |
| Accounts receivable | (16,017) | (1,198) |
| Programs completed and in process of production | 24,594 | (4,933) |
| Prepaid film and script rights and other expenses | 19,961 | (27,499) |
| Accounts payable and accrued liabilities | 24,087 | (13,784) |
| Short-term portion of capital leases | (36) | 196 |
| Accrued vacation pay | (3,628) | (3,280) |
| Employee termination benefits | 30,695 | 5,379 |
| Accrued interest obligation | (1,768) | (4,393) |
| | 77,888 | (49,512) |

*Notes to Financial Statements (cont'd)*

## 13. Commitments

a. **Program Related**
As at March 31, 1995, commitments for sports rights amounted to $246.8 million; procured programs, film rights and co-productions amounted to $85.6 million for total commitments of $332.4 million.

b. **Operating Leases**
Future annual payments related to operating leases are as follows:

| | 1995 *(thousands of dollars)* |
|---|---|
| 1996 | 38,498 |
| 1997 | 34,265 |
| 1998 | 32,936 |
| 1999 | 30,158 |
| 2000 | 25,420 |
| 2001 - 2062 | 11,851 |
| Total future payments | **173,128** |

c. **Joint Venture Activities**
The Corporation's proportionate share of commitments related to joint venture activities totalled $7.3 million.

## 14. Contingencies

In the ordinary course of business, various claims and lawsuits have been brought against the Corporation. In the opinion of management, the majority of the claims are not significant; for other claims the amount of losses, if any, cannot be estimated. In the event that such expenditures were incurred, they would be recognized as period costs.

## 15. Related Party Transactions

The Corporation is related in terms of common ownership and enters into transactions with other Government departments, agencies and Crown corporations in the normal course of business on normal trade terms applicable to all individuals and enterprises. Transactions with the Government of Canada are outlined in notes 3, 4 and 10.

## 16. Comparative Figures

Certain of the 1994 comparative figures have been reclassified to conform to the current year's presentation.

## Summary - Source and Application of Operating and Capital Funds

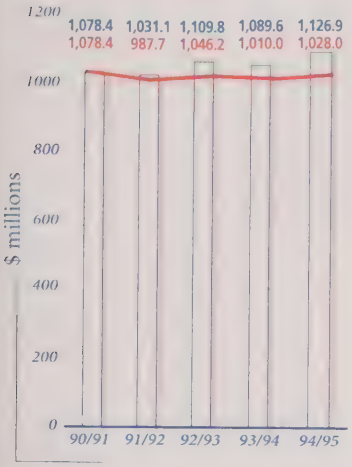
*For the years ended March 31 (millions of dollars)*

| | 1991 | 1992 | 1993 | 1994 | 1995 |
|---|---|---|---|---|---|
| **OPERATING FUNDS** | | | | | |
| **Source of funds** | | | | | |
| Parliamentary appropriations | | | | | |
| Operating | 910.1 | 900.6 | 918.5 | 946.0 | 951.3 |
| Plus: • One-time assistance | – | – | 40.6 | – | – |
| • Restructuring | 50.0 | – | – | – | – |
| • Transfer from Capital | 25.1 | – | – | 8.7 | – |
| Operating revenue | 363.5 | 378.1 | 372.8 | 374.4 | 411.3 |
| Previous year's carry forward | ( 23.1 ) | 8.3 | ( 1.1 ) | 19.2 | 22.0 |
| | 1,325.6 | 1,287.0 | 1,330.8 | 1,348.3 | 1,384.6 |
| **Application of funds** | | | | | |
| Television expense | 895.1 | 913.6 | 942.6 | 985.3 | 1,007.0 |
| Radio expense | 277.1 | 293.4 | 307.4 | 324.8 | 323.8 |
| Other expenses | 104.1 | 103.5 | 111.5 | 112.4 | 122.5 |
| Specialty services | 51.4 | 32.1 | 33.4 | 46.9 | 63.1 |
| Downsizing and expense reduction programs | 62.1 | 16.3 | 10.7 | 9.4 | 37.3 |
| Income and large corporation taxes | 1.4 | 1.7 | 2.7 | 2.7 | 2.6 |
| | 1,391.2 | 1,360.6 | 1,408.3 | 1,481.5 | 1,556.3 |
| Less: Net items not requiring current operating funds | 73.9 | 72.5 | 96.7 | 155.2 | 172.1 |
| | 1,317.3 | 1,288.1 | 1,311.6 | 1,326.3 | 1,384.2 |
| Net surplus (deficit) to be carried forward | 8.3 | ( 1.1 ) | 19.2 | 22.0 | 0.4 |
| **CAPITAL FUNDS** | | | | | |
| **Source of funds** | | | | | |
| Parliamentary Appropriations | | | | | |
| Capital | 114.3 | 126.5 | 146.7 | 139.6 | 138.5 |
| Less: Transfer to Operating | ( 25.1 ) | – | – | (8.7) | – |
| Proceeds on disposal of capital assets and investment/financing from other organizations | 3.4 | 2.6 | 3.3 | 3.3 | 5.4 |
| Previous year's carry forward | 0.0 | 0.8 | 0.2 | 0.6 | 1.5 |
| | 92.6 | 129.9 | 150.2 | 134.8 | 145.4 |
| **Application of funds** | | | | | |
| Current expenditures | | | | | |
| Consolidation | 12.9 | 54.4 | 77.0 | 63.8 | 30.9 |
| Production facilities | 50.1 | 45.6 | 47.2 | 43.2 | 57.6 |
| Transmission | 16.1 | 19.0 | 16.7 | 18.6 | 18.5 |
| Presentation | 12.7 | 10.7 | 8.7 | 7.7 | 37.4 |
| Other | – | – | – | – | 1.2 |
| | 91.8 | 129.7 | 149.6 | 133.3 | 145.6 |
| Less: Items not requiring captial funds | – | – | – | – | 1.2 |
| | 91.8 | 129.7 | 149.6 | 133.3 | 144.4 |
| Net surplus to be carried forward | 0.8 | 0.2 | 0.6 | 1.5 | 1.0 |

Note: Some historical comparative figures have been reclassified to conform to the current year's presentation.

## FIVE-YEAR REVIEW

### Parliamentary Appropriations
(Operating, Capital and Working Capital)
1990/91 - 1994/95



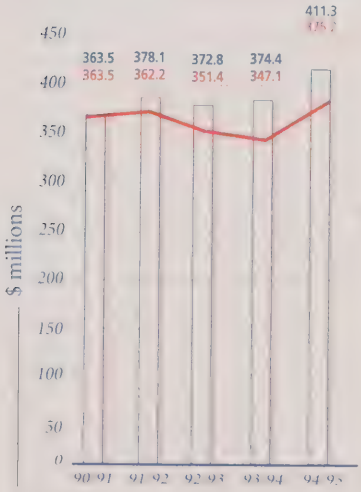

### Parliamentary Appropriations
(Operating)
1990/91 - 1994/95



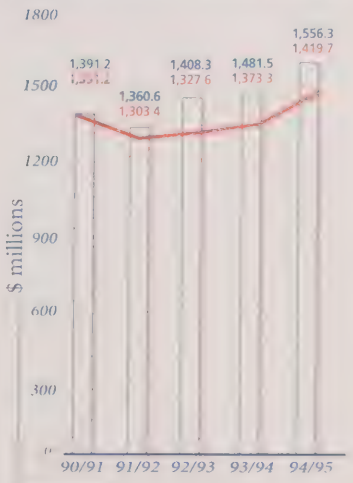

### Parliamentary Appropriations
(Capital)
1990/91 - 1994/95




### Operating Revenues
(Net Advertising and Miscellaneous)
1990/91 - 1994/95




### Operating Expenses
(Television, Radio and Other Services)
1990/91 - 1994/95




Current dollars
Constant dollars *

* CPI Deflator (Fiscal Year)
Excludes tobacco tax impact

# Five-year review

The Corporation has experienced significant changes over the past five years.

- In 1990-91 the Board of Directors approved measures to address a significant projected shortfall in income for fiscal 1991-92. These measures included the restructuring of regional television services, major service reductions of three local television stations and the reduction of activities in eight others, in addition to cancellation of numerous programming hours particularly in local and regional television. Furthermore, the status of the english and french parliamentary channels, as well as the shortwave service Radio Canada International, which form part of the CBC's specialty services, were modified to operate on a cost recovery basis effective April 1, 1991. Of the total cost of $62.1 million recorded in 1990-91, $42.8 million related to employee termination and special benefits, $8.0 million was programming related, $5.7 million related to employee assistance and professional fees, $4.9 million was for the redeployment of capital assets and occupancy related and $0.7 million related to other items.

  In the fiscal year 1990-91 the Corporation received supplementary operating appropriations of $50.0 million to assist in the funding of the restructuring expenditures. Approval was also granted to transfer $25.1 million from capital appropriations to operating appropriations in order to fund recessionary impacts.

- In 1991-92 the Board of Directors approved the implementation of productivity and efficiency measures to address projected funding shortfalls related to future years' activities in order to avoid the need to reduce services. (See note 5 to the financial statements for further details.) These measures continued in the fiscal periods 1992-93 and 1993-94.

- In 1992-93 the total operating expenses were $1,407.3 million, an increase of $46.7 million from the previous year. Included in the total increase were the applicable occupancy costs of $34.1 million for the new Canadian Broadcasting Centre in Toronto, the majority of which did not require current operating funds.

- Operating appropriations have increased $105.4 million from $849.3 million in 1989-90 to $954.7 million in 1993-94 which includes an $8.7 million transfer from capital appropriations. On a constant dollar basis using a CPI deflator, the operating appropriations have decreased $5.3 million or 0.6% over the five-year period.

- Through the downsizing, restructuring and productivity and efficiency measures, the Corporation's other expenses, which include corporate management and engineering services and selling and merchandising, have decreased 0.91% as a percentage of total expense net of expense reductions and restructuring, from 8.54% in 1990 to 7.63% in 1994. This equates to an effective reduction of $13.5 million which was redirected into media operations. This reflects the Corporation's commitment to maintain media operations at their maximum level to effectively meet its mandate.

- During the fiscal year 1994-95 the Corporation, subsequent to a review process, implemented a multi-year expense reduction program to address the budget reductions announced by the previous Conservative government, unfunded inflationary increases, and unavoidable new operating costs. In February 1995, the Corporation accelerated these programs and initiated the planning process required to address further significant reductions to parliamentary appropriations as announced in the February 1995 Federal budget. The increase in operating expenses results primarily from the costs associated with the downsizing and expense reduction programs which require current operating funds, increases in television program activities partially offset by a reduction in program inventories, increases in specialty services offset by incremental revenues, and business ventures which were offset by increased program sales.

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# ANNUAL REPORT

PHOTOS
CBC Archives, Terry Bourque, Doris Dumais, C. Large, Ned Pratt

ISSN 0708-9392

DESIGN AND LAYOUT
Accurate Design & Communication Inc.

PUBLICATION AND DISTRIBUTION
Corporate Communications and Public Affairs
Canadian Broadcasting Corporation
P.O. Box 8478
1500 Bronson Avenue
Ottawa, Ontario K1G 3J5
(613) 738-6778

ALTERNATIVE FORMATS
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# CORPORATE PROFILE

## *CBC's Status*

The Canadian Broadcasting Corporation is Canada's public broadcaster. It was created by an Act of Parliament on November 2, 1936, and now operates under the 1991 Broadcasting Act.

CBC is accountable to the Parliament of Canada through the Minister of Canadian Heritage, to whom it reports annually.

## *CBC's Program Services*

CBC operates a total of eight radio and television services as follows:

TWO CORE TELEVISION SERVICES

- one in English, one in French, offering general and special interest programs

FOUR RADIO SERVICES

- two in English, two in French, offering information and general interest programs as well as classical music and cultural programs

TWO SPECIALTY TELEVISION SERVICES

- one in English, one in French, offering 24-hour all news and information programs.

## *How CBC Services are Distributed*

CBC's program services are distributed through satellite in combination with microwave and landline, feeding 89 CBC owned stations, 1,160 CBC rebroadcasters, 31 private affiliated stations and 292 affiliated or community rebroadcasters and stations.

## *How CBC is Financed*

CBC is financed mainly through public funds, supplemented by advertising revenue on television and various other revenue sources.

# CBC'S NEW MISSION STATEMENT



*The Canadian Broadcasting Corporation is a public resource, owned by all Canadians. Our services, in French and in English, inform, enlighten and entertain. We contribute to Canadians' shared national consciousness by celebrating Canada's cultural and regional diversity, building bridges between our official language communities and helping our citizens take full part in the country's life. We create, procure and present distinctive high quality Canadian programs and offer the best from around the world.*

Adopted by the CBC Board of Directors as part of the new "Vision for the CBC."



# THE YEAR IN BRIEF

### *Corporate Management*

- The Board of Directors undertook a thorough review of its activities and decision making processes.
- The President and CEO announced the new "Vision for CBC" approved by the Board of Directors.
- The Corporation proceeded with an in-depth review of its operations to shape a new, more efficient organization with reduced funding.
- The CRTC renewed the licences of CBC's regional television stations, in most cases for a five-year term.
- CBC obtained a licence to operate a new digital music service called "Galaxie."

### *Programming*

- The President and CEO announced plans to eliminate American programming in prime time on English Television starting September 1996.
- French Television continued to provide quality programming which was diversified, popular and included numerous new series.
- Both English and French Radio started to broadcast 24 hours a day.
- Newsworld is now the specialty network with the highest penetration in Canada, reaching 7.4 million cabled homes.
- RDI is now accessible to 6.7 million cabled homes in Canada: 1.8 million in Quebec and 4.9 million outside Quebec.
- On October 30, 1995, more than 13 million viewers watched the Quebec Referendum results on one of CBC's English and French conventional or specialty television services.

### *The Broadcasting Environment*

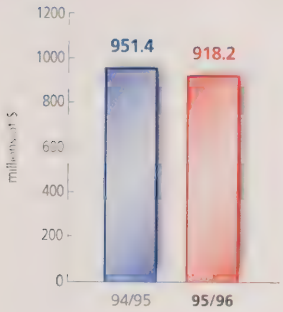
- The CRTC issued its proposal on the means to introduce Digital Radio in Canada.
- The House of Commons Standing Committee on Canadian Heritage presented its report on the future of the CBC in a multi-channel universe.
- The Committee appointed by the federal government to review the mandates of the CBC, the National Film Board and Telefilm Canada tabled its report.

# FINANCIAL HIGHLIGHTS

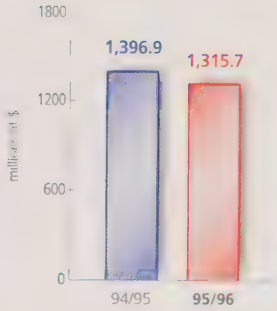
The net operating appropriation decreased as a result of a reduction in government funding.

Overall, the Corporation has reduced expenditures by 5.8% over last year, through re-engineering and streamlining of administrative and support activities.

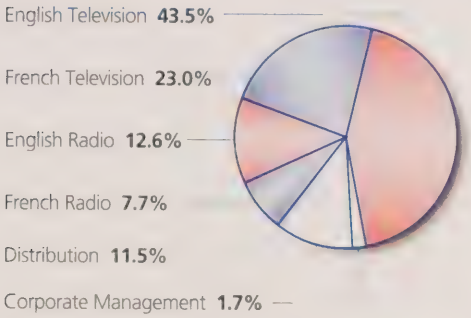
## PARLIAMENTARY APPROPRIATIONS



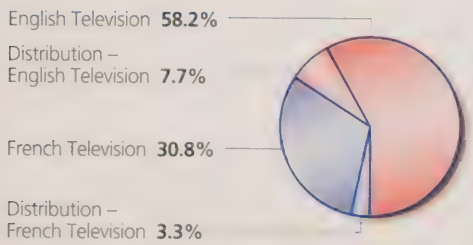

## OPERATING EXPENDITURES*



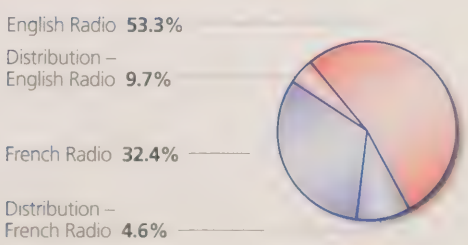

## 1995/96 EXPENSES* — *$1,315,657,000*




## 1995/96 TELEVISION SERVICES — *$982,813,000*




## 1995/96 RADIO SERVICES — *$310,759,000*




** Excluding downsizing expenses and taxes*

# A STRATEGY BASED ON QUALITY

## *Message from the Chair*



Guylaine Saucier
*Chair of the Board*

Like many long-time CBC viewers and listeners, my opinions on the Corporation have been formed by two ideals. On the one hand, CBC is central to my view of what defines Canada. It represents us at our best. On the other hand, I believe, as a taxpayer, that to stay in business, CBC must act more like a business.

The Government has given us a challenge: function on a business-like footing with a $379 million cut. In addition, our commercial revenues are declining, bringing the total reduction in funding to $414 million. Other Canadian corporations have responded to challenges of similar magnitude. The most successful have been those who think beyond simply ways in which they can *do things differently*; they must think of ways to *do different things* to deliver their core mission.

What can change? What must remain? My Board colleagues and I have consulted widely on this issue, gathering advice from both within the Corporation and from concerned Canadians. We have worked closely with the CBC executive to guide and advise on how it can meet the challenge of running the CBC as a business.

The President and the executive have worked hard with CBC's employees to define the Corporation's mission statement, which is quoted at the beginning of this annual report. From the Board's perspective, the mission comes down to three imperatives:

1. *Find a niche:*
2. *Be Canadian:*
3. *Appeal to Canadians.*

After a year as Chair, I have seen my ideas evolve on how to deliver on these imperatives, but the core values they represent remain the same: CBC has a central role in delivering distinctive Canadian programming to Canada and the world.

I am more convinced than ever that Canadians do not need CBC Television to bring them American commercial programming. CBC must shoulder responsibilities that others will not. Only the public broadcaster can be counted on to produce programs and serve audiences that are not economically viable for commercial broadcasters; Canadians in remote communities; young viewers and listeners who will benefit from healthy programming designed to entertain them while helping them learn and grow.

Coming from the private sector, I thought that advertising would be an appropriate way to finance CBC. My thoughts have evolved as I observed the role that the Corporation plays in building Canadian identity. First and foremost, we treat our viewers and listeners as citizens: not as our customers, nor the potential customers of products our advertisers want to sell.

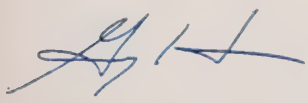
How, then, would I expect CBC to act more like a business? It must be financially accountable, and focused on an over-riding mission: to create value for the Corporation's shareholders. When your shareholders are 30 million Canadians, creating value means delivering distinctive programming that is relevant to the Canadian public. As with any business, we must carefully define our market, and aggressively increase our market share.

The strategy for increasing market share must be based upon the quality of our content. With new and emerging technologies, Canadians will have more viewing and listening choices than ever. They will tune in to CBC only if they find in our programs a vision and voice not found elsewhere, and whose underlying values are the artistic and journalistic integrity of the creators.

*"CBC is central to my view of what defines Canada."*

Canada has endured as a nation because succeeding generations have been able to communicate a shared sense of values that has crystallized into an idea of nation that is unique in the world. It is an idea that builds on the strength of our unique regions. As we approach the next century, we know that our idea of nation will be put to the test as never before. How will Canada survive in a world where national boundaries have become less relevant in a global marketplace? How will we prosper in an economy driven by information, knowledge, and ideas?

Canada's survival will depend on the strength, endurance and flexibility of national institutions. When such an institution is also the central vehicle for national discourse, its strength, endurance and, above all, its flexibility in the face of changing circumstance, give the CBC a pivotal role in preparing Canada for the 21st century.



Guylaine Saucier, C.M., F.C.A.
*Chair of the Board*

# THE BOARD OF DIRECTORS 1995-1996

In accordance with the Broadcasting Act, the Board of Directors is responsible for the management of the Corporation. The Board is made up of 12 members (down from 15), including the Chairwoman and the President and CEO. Directors serve on one or more of the Board's committees.

**Guylaine Saucier, C.M., F.C.A.**
Chairwoman
Montreal, Quebec
*1+, 3, 4, 5+, 6+, 7, 8+*

**Hon. Perrin Beatty, P.C.**
President and CEO
Ottawa, Ontario
*1, 4, 6, 7, 8*

**John A. Campion**
Lawyer
Fasken Campbell Godfrey
Barristers and Solicitors
Toronto, Ontario
*(Since January 1996)*
*5, 7*

**Michel Doyon**
Lawyer
Gagné, Letarte
Quebec, Quebec
*1, 2, 3, 4, 5, 6, 7, 8*

**Roy L. Heenan**
Lawyer
Heenan Blaikie
Montreal, Quebec
*(Since July 1995)*
*7, 8*

**Jane Heffelfinger**
Actress/Broadcaster
Monday Publishing
Victoria, British Columbia
*(Since January 1996)*
*2, 5*

**Sandra Kolber, C.M.**
Writer/Film Consultant
Le Windsor
Montreal, Quebec
*4, 5*

**Clarence LeBreton**
Director
Aquarium et Centre
Marin de Shippagan
Shippagan,
New Brunswick
*(Since November 1995)*
*2, 5*

**Thompson MacDonald**
President
Strategic Communications
Consultants Ltd.
Calgary, Alberta
*2, 3, 4+, 5, 9+*

**Alain Paris, F.C.A.**
Partner
KPMG
Montreal, Quebec
*1, 2+, 3, 5, 8, 9*

**Hon. A. Brian Peckford**
President
Peckford Consulting Ltd.
Qualicum Beach,
British Columbia
*2, 3, 5, 6, 7+, 8*

**W. Thomas R. Wilson**
President and CEO
Aquarium Adventures Inc.
Toronto, Ontario
*2, 3, 5, 6, 7, 8*

**Don M.E. Hamilton**
President
General Communications
Corporation Ltd.
North Vancouver,
British Columbia
*(Until December 1995)*
*1, 7*

**Nancy L. Juneau**
Consultant
Shippagan,
New Brunswick
*(Until December 1995)*
*4, 5, 6, 7*

**Robert Kozminski**
President and CEO
Keystone Ford Sales Ltd.
Winnipeg, Manitoba
*(Until December 1995)*
*1, 2, 3+*

**William H. Neville**
Chairman
Hession, Neville and
Associates
Rockliffe, Ontario
*(Until December 1995)*
*1+, 2, 3, 5*

**Glen Wright**
President
Wright Mogg & Associates
Waterloo, Ontario
*(Until December 1995)*
*1, 7+*

***Committees of the Board***

1 Executive Committee (cancelled January 30, 1996)
2 Audit Committee
3 Finance and Planning Committee (cancelled January 30, 1996)
4 Communications Committee (cancelled January 30, 1996)
5 Standing Committees on English and French Language Broadcasting
6 Governance Committee (formerly Nominating Committee)
7 Human Resources and Compensation Committee (formerly Human Resource Policy Committee)
8 Transformation Committee
9 CBC Pension Board of Trustees

\+ Committee Chair



# A NEW VISION OF CORPORATE GOVERNANCE

The Broadcasting Act states that the Board of Directors is responsible for the management of the business, activities and other affairs of the Corporation.

Reflecting the new, more active vision of corporate governance in society, the CBC Board undertook a thorough examination of its activities and decision making processes. This analysis led to the adoption of terms of reference which detail the Board's responsibilities and specify the areas requiring Board approval as opposed to those requiring senior management approval.

Of prime importance in these new terms of reference is the need for the Board's independence. Directors must have enough information to form their own judgment, independently from management. It is the responsibility of management to provide that information, and procedures are being introduced to ensure that the Directors receive it.

*Directors must have enough information to form their own judgment, independently from management.*

Also of key importance is the active role the Board plays in monitoring and evaluating the strategies and priorities of the Corporation.

### *The Composition and Role of the Board*

The 1991 Broadcasting Act originally stated that the CBC Board of Directors should be composed of 15 members. An amendment to the Act has reduced this number to 12, including the Chair who is not an executive of the Corporation, and the President and CEO, the only internal member of the Board. All are appointed by the Governor in Council.

The Chair's main responsibility is to see that the Board fulfills its duties. To this end, the Chair sets the agenda, in consultation with the President and CEO, and ensures that Board members receive all the information required to address issues in a timely fashion.

The Directors are the stewards of the Corporation. They oversee the conduct of business, supervise management and ensure that all major issues affecting the Corporation are given proper consideration. The Board delegates the day-to-day leadership and management of the Corporation to the President and CEO.

The President and CEO and his management team, in consultation with the Board, develop the Corporation's vision, strategies and policies. The Board approves the vision and strategies of the Corporation, and monitors management performance against these objectives.

The Board also reviews annually the public policy mandate of the Corporation, monitors and approves all significant policies, monitors and approves all major decisions regarding the Corporation's financial operations, and oversees the Corporation's external communications.

### *Communicating with Parliament and the Public*

The Board of Directors must report annually to Parliament through the Minister of Canadian Heritage. The Chair of the Board and the President and CEO work in partnership to ensure effective relations with Parliament, other stakeholders and the public.

### *Prospects for 1996-97*

Evaluation of CBC's corporate governance processes will be pursued in 1996-97, to ensure that the CBC is at the forefront of new management practices.

# A YEAR OF CHALLENGE AND CHANGE

## *President and CEO's Message*



Perrin Beatty
*President and CEO*

According to Darwin, every species must change or disappear. While he was referring to living organisms and not to the organizations we create to meet our collective needs, the laws of evolution apply equally to them.

Public broadcasters throughout the world have been straining to adapt to declining funding and growing competition for a decade. The CBC is no exception. Its budgets have not kept pace with inflation, while competition for every available hour of listening or viewing has grown dramatically.

1995 marked the beginning of a three year period that will see the Corporation's operating budget reduced by about a third. The CBC began these reductions as several new specialty services entered the market and as first a Parliamentary committee and then the Mandate Review Committee studied its role and structure.

This Annual Report describes how the Corporation started a process from which it will emerge much smaller, but also more focused as a public broadcaster offering a clear alternative to what is available on the rest of the dial. That process will be painful. The easy choices have long since been made. What remains are the most difficult decisions about what we must let go to preserve the excellence of what will remain.

Some people believe public broadcasting has outlived its time. I fervently believe they are wrong. More than ever, Canadians need a broadcaster whose first mission is to tell stories about Canada and a world seen through Canadian eyes. The men and women who work for the CBC make programs that reflect this country's diversity, building bridges across the divisions of language and geography, and entertaining, challenging and educating their audiences.

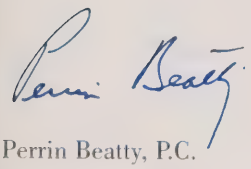
Canada's national public broadcaster costs each Canadian family less than the price of a newspaper each day, a figure that will actually decline in coming years. In return, the CBC provides internationally acclaimed

programs throughout the world's second largest country, which spans six time zones. It does so in English and French and eight native languages, and it operates two national television networks, two news channels delivered by cable, four national radio networks, a World Wide Web site and an international short wave service.

We know that audiences will not choose us simply because we are Canadian. Our programs must also be excellent and unique.

We must earn our audiences' support by giving them programs that excite their imagination and enrich their lives.

Despite the hurdles that may lie ahead, that is the type of programming we are determined to provide to Canadians in many more years yet to come.



Perrin Beatty, P.C.
*President and CEO*

*"We must earn our audiences' support by giving them programs that excite their imagination and enrich their lives."*



# INTERNAL AND EXTERNAL CHALLENGES

The environment in which CBC operates has changed substantially in recent years. New and rapidly evolving technologies; the greater roles played by telephone, cable and direct satellite-to-home companies; the regulatory dimensions of these new forces; increased competition caused, in part, by the proliferation of specialty channels — all of these have directly affected CBC.

As well as having to keep abreast of this ever-shifting landscape, the Corporation has also had to cope with major financial shortfalls, deal with its employees through their many unions and associations (see p. 39), and learn to manage itself like a private business while still respecting its public mandate.

*The Corporation has had to learn to manage itself like a private business while still respecting its public mandate.*

### *Management Challenges*

With the tabling of the February 1995 federal budget, it became apparent that the Corporation's budget might be reduced by $350 million by the end of March 1997.

In summer 1995, therefore, to ensure that it could continue to play a vital role within the Canadian environment, CBC began developing a strategic direction for a smaller Corporation. The Corporation conducted a comprehensive internal review which led, in late fall, to announcements of a new senior management structure and an overall corporate reorganization: the Ottawa head office would be reduced by half, CBC Engineering would be reorganized, many functions were redistributed and a Transformation Committee of the Board was established.

To minimize lay-offs, the Corporation took two measures: new hiring was frozen and a voluntary separation program was implemented. By the end of March 1996, the CBC had reduced its workforce by 1,091.

Following more than 17 months of negotiations, the Corporation and its English File Unions reached agreements on May 23, 1996.

The March 1996 federal budget confirmed the previously-announced cuts and required CBC to produce additional savings of approximately $29 million by April 1, 1998. By the same date, because of market fragmentation and the move to become a more distinctive public broadcaster, it is anticipated that commercial advertising revenues will decline by $35 million. The cumulative effect will amount to $414 million. (See p. 51)

Also, the threat of closure overshadowed the 50th anniversary celebrations of Radio Canada International in 1995. From 1991 to 1995, RCI had operated as a separate component of CBC funded by annual grants from the federal government.

**CBC WORKFORCE** — *As of March 31*

| | 1995 | **1996** | # | % |
|---|---|---|---|---|
| Regular | 9,015 | **8,181** | -834 | -9.2 |
| Temporary | 888 | **763** | -125 | -14.1 |
| Contract | 2,082 | **2,003** | -79 | -3.8 |
| Casual | 1,079 | **1,026** | -53 | -4.9 |
| | *13,064* | ***11,973*** | *-1,091* | *-8.4* |

The February 1995 federal budget, however, directed CBC to assume costs for RCI starting in 1995-96. In the absence of the required government funding to pay RCI's expenses, CBC announced in December 1995 that the service would shut down at the end of March 1996. However, on March 21, the government and CBC signed a one-year agreement to cost-share, thereby giving the government time to find a permanent solution to the funding problem.

### *The Changing State of the Television Industry*

The Canadian Radio-television and Telecommunications Commission (CRTC) renewed the licences of CBC's regional television stations in summer 1995, in most cases for five-year terms. However, it made an exception for CBC's French-language television stations in Montreal and Quebec City, renewing those licences for only two years so they would expire at the same time as the licences of private French-language television broadcasters in Quebec. At that time, the Commission will evaluate the economic and technological situations of the Quebec French-language television market.

**THE 70 CHANNEL UNIVERSE**

The number of TV channels accessible through cable varies from one area to the other. As of September 1995, 27% of Canadian cable subscribers could access as many as 70 channels, and nearly all subscribers were receiving at least 30 channels.

**CABLE AND VCR PENETRATION**

In 1995, 73% of Canadian households subscribed to cable television and 82.1% owned a video cassette recorder.

Much has happened in the Quebec market since the Commission made that announcement. The three most prominent broadcasters in Quebec, Cogeco, Vidéotron and CFCF Inc., have made headlines in the financial press, with their offers, counter offers and court cases, that might very well change French-language television broadcasting. On April 19, 1996, Le Groupe Vidéotron announced its intention to buy CFCF Inc. As a result, Le Groupe Vidéotron would be in a position to control all of private television broadcasting in Montreal (with the TVA and Télévision Quatre Saisons networks, as well as CFTM-TV, CJFP-TV and CFCF-TV in Montreal), and virtually all of cable television in the Montreal region (with Vidéotron in the Eastern half of the Montreal area, and CF Cable in the West).

This acquisition is subject to regulatory approval by the CRTC. Whatever the CRTC decides, this transaction, with all the events that have surrounded it, is a clear indication that private broadcasters in Quebec believe they need to regroup their production and distribution activities under common ownership and management (what is known as vertical integration), in order to survive in the wake of financial difficulties and the arrival of new competition.

The changes to come could affect the CBC's own television services, not only in view of the advertising market, but also in terms of program ideas and influences at play, of the depth and breadth of the services the CBC gives to the public, and CBC's place in the French-language television broadcasting system.

There are changes in the air for private English-language television as well, with applications already on file with the CRTC for new television stations in a number of markets. All these applications will force the Corporation to re-evaluate its role in the fast-evolving Canadian television environment.

### *The Information Highway*

CBC's Internet site on the World Wide Web offers Canadians and the world a view of its radio and television services. CBC also uses Internet to interact with its audiences. (See *Interacting with the Public*, p. 42)

There are many other avenues the CBC intends to explore in partnership with private industry. For example, the Corporation formed an alliance with Bell Canada, Newbridge Networks, Oracle Corporation, Telesat Canada and Télévitesse Systems to test a computer-based news service, the Personal News Network (PNN). The alliance will conduct a pilot project integrating CBC's program content with its partners' technologies. If the decision is taken to proceed with marketing the service, PNN will offer a unique service, with the selection, delivery and recording in digital form of specific news and information from CBC Newsworld.

### *Digital Radio*

The Canadian Radio-television and Telecommunications Commission (CRTC) issued its proposals for the introduction of digital radio in Canada. Digital radio, which allows CD-quality sound, will soon replace the AM and FM radio bands internationally.

In October 1995, the Commission commenced the initial three-year transitional period during which all existing AM and FM broadcasters can apply for licences to duplicate their programming on digital radio. The CRTC will hold hearings on long term policy for digital radio at a later date.

*Much in the same way that CBC established its first FM stations in 1946, it must again secure its place in the Canadian radio system.*

Much in the same way that CBC established its first FM stations in 1946, it must again secure its place within the Canadian radio system. In particular, should digital radio replace AM and FM, the CBC must be in the forefront of this movement, for engineering standards, for programming, and for both new program and non-program services.

Over the past year, English and French Radio, together with the Corporation's engineering services, devoted considerable energy to the development of technical, regulatory and programming plans for the anticipated introduction of regular digital radio broadcasting, likely by 1997.

Also, CBC is an active partner, with the federal government and private broadcasters, in Digital Radio Research Inc., which has established experimental transmitters in Montreal, Ottawa, Toronto and Vancouver.

### *Desktop Radio*

Desktop radio — a tape-free, computer-based, digital recording and editing system — is one of the most significant innovations ever for radio. A unique feature of this system is that it facilitates the exchange of applications and files among stations. Before this exciting technology could be put into place within CBC, a number of unique engineering challenges had to be surmounted.

At the end of this fiscal year, implementation of computerized desktop audio editing facilities was well advanced in large stations; a second phase for small stations had yet to be approved.

### *A New Digital Music Service: Galaxie*

On December 20, 1995, the CRTC granted the Corporation a licence to operate a new pay digital audio music service called Galaxie. CBC had been one of four successful applicants for pay audio licences. Initially, Galaxie will provide 30 channels of commercial-free music, 24 hours a day, seven days a week. Galaxie will showcase Canadian talent while also featuring some of the world's best music and musicians.

# PROGRAMMING HIGHLIGHTS



*CBC's mandate is to provide Canadians with quality Canadian radio and television services, in English and in French.*

*At all times, CBC strives for programming excellence.*

*In the course of 1995-96, the basic criteria which guided CBC in planning and producing programs were to increase Canadian content, reflect Canada's contemporary society, reflect Canada's regions and cultures and forge strategic alliances with the various players of the broadcasting and communications industry.*

# PROGRAMMING HIGHLIGHTS

## *English Television / French Television*

### *Schedule Changes, New Series, Specials*

#### *English Television*

English Television launched several new Canadian series and offered dozens of new Canadian movies, documentaries, comedy and performing arts specials.

New series included:

- *The Rez*, a drama reflecting the lives of young First Nations Canadians;
- *From the Hip*, a Calgary production by and about youths;
- *Straight Up*, a humorous drama about teens;
- *Undercurrents*, a magazine program that explores the impact of the information revolution on our lives;
- *Little Bear* and *Max the Cat*, two Canadian additions to the children's program *CBC Playground*.

*Comics*, a standup comedy/sketch featuring Canadian comedians from across the country, was moved from late night to prime time. The major continuing hour long Canadian series in prime time were *North of 60*, *Side Effects* and *Road to Avonlea* (drama), *Rita & Friends* (variety), *Adrienne Clarkson Presents* (arts), *The Nature of Things* (science), *the fifth estate* (current affairs) and *Witness* (documentary).



◄ ***The Rez***. CBC Televis[illegible] Ryan Black, Pat [illegible]



▲ Prominent Canadian artist [illegible] on ***Adrienne Clarkson Presents***. CBC [illegible]

▼ Canadian performers Anne Murray and Rock Voisine on ***Anne Murray's Christmas Classic***, CBC Television





▲ ***Royal Canadian Air Farce***, CBC Television
(l.-r.) Don Ferguson, John Morgan, Roger Abbott, Luba Goy

Sunday night continued to be a cornerstone of CBC-TV's schedule with *Road to Avonlea*, in its last season, followed by entertainment specials such as the CBC-produced movie *Little Criminals*, the independently produced film *Under the Piano*, and the ever popular *Anne Murray's Christmas Classic*.

CBC News and Currents Affairs and CBC Newsworld extended their daily collaboration to three major special projects:

- as part of *The National's* special series, a week-long "National Forum on Remaking Canada,"
- 30 hours of coverage of the 50th anniversary of VE Day, and,
- intensive coverage of the Quebec Referendum campaign.

Coverage of the Referendum per se on October 30 was the year's most watched special with over 3 million viewers, and the top mark among regular series went to *Royal Canadian Air Farce*, 1.5 million viewers.

Sports programming included NHL hockey, CFL football, Blue Jays baseball and a wide variety of Canadian amateur and professional sports events.

## TOP CANADIAN REGULAR PROGRAMS

*Season to end of March 96*

| CBC English Television | Average Audience (000) |
|---|---|
| Royal Canadian Air Farce | 1,494 |
| Road to Avonlea | 1,311 |
| Hockey Night in Canada (7:30 p.m.) | 1,282 |
| This Hour Has 22 Minutes | 1,179 |
| The National (M-F) | 1,126 |
| CBC News: Sunday Report | 1,069 |
| Market Place | 1,057 |
| fifth estate | 1,006 |
| Rita & Friends | 912 |
| North of 60 | 904 |

*Source: CBC Research (A.C. Nielsen)*

## TOP CANADIAN SPECIALS

*Season to end of March 96*

| CBC English Television | Average Audience (000) |
|---|---|
| Quebec Referendum (8-11 p.m.) | 3,034 |
| Grey Cup Game 95 | 2,542 |
| Quebec Referendum (11 p.m.-12:30 a.m.) | 2,373 |
| Anne Murray's Christmas Classic | 2,360 |
| Under the Piano | 2,312 |
| Juno Awards | 2,275 |
| 1995: Year of the Farce | 1,964 |
| NHL All-Star Game | 1,724 |
| George Fox Special | 1,566 |
| Little Criminals | 1,560 |

*Source: CBC Research (A.C. Nielsen)*

### *French Television*

On French Television, the 1995-96 season will be particularly remembered for two drama series:

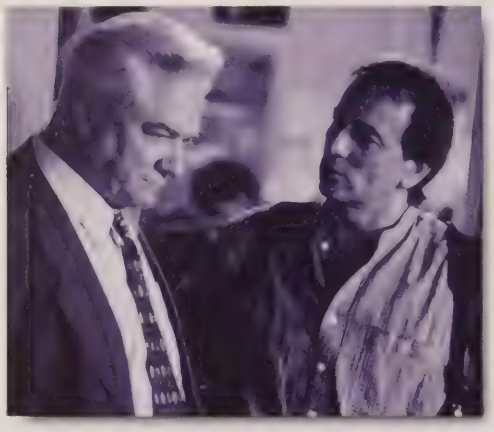
- *Urgence*, a series set in an hospital emergency department which came first among regular series with an average of 2 million viewers; and
- *Omertà – La Loi du silence*, a police drama on Montreal's mafia which attracted an average of 1.6 million viewers and received critical acclaim.

The News and Current Affairs department introduced a new consumer magazine, *La Facture*, *Enjeux* was given a new style, a new host and a new time slot, and an extra edition of *Le Point* was added on Sunday night.

In the entertainment category, young adults were offered *Majeurs et vaccinés*, while the 40 and up viewers were happy to see the return and sequel of the comedy series *Moi et l'autre* which had been very popular in the sixties. Two new talk-shows were also added to the schedule: *L'Écuyer*, hosted by Patrice L'Écuyer, and *Les Couche-tôt*, hosted by two children, and presented in prime time.

Among the eight new programs introduced in the daytime schedule were:

- the daily magazine *Christiane Charette en direct*;
- *Branché*, a weekly magazine on new technologies;
- *Point de presse*, a weekly interview on current affairs issues; and
- *Simplement la vie*, a weekly series on the life of ordinary people.



◄ ***Omertà – La Loi du silence***, CBC French Television (l.-r.) Michel Dumont and Michel Côté



▲ ***Christiane Charette en direct***, CBC French Television



◄ ***Les Couche-tôt***



◄ *La Maison de Ouimzie*
CBC French Television

For pre-schoolers: an additional half-hour at sign-on, an additional half-hour for *Les Chatouilles du matin*, a new daily series, *La Maison de Ouimzie*, coproduced with CBC English Television, Radio-Québec and an independent producer, and a new weekend addition, *Bouledogue bazar*, produced in house.

CBC French Television is still the main source of information for francophones when major events occur. For example, coverage of the referendum on October 30 attracted 54% of francophone viewers, twice as much as its closest competitor. During the referendum campaign, *Le Point* held four public forums in various Quebec areas, and all the daily regional information programs *Ce soir* across the country did the same in their respective regions.

On the international scene, French Television broadcast more than seven hours of programming on VE Day celebrations and more than six hours on the G7 Summit in Halifax.

## TOP CANADIAN REGULAR PROGRAMS

*Season to end of March 96*

| CBC French Television | Average Audience (000) |
|---|---|
| Urgence | 2,000 |
| La Petite Vie (repeat) | 1,737 |
| Omertà | 1,632 |
| Les Jumelles Dionne | 1,532 |
| Moi et l'autre | 1,300 |
| Sous un ciel variable | 1,274 |
| Les Héritiers Duval | 1,224 |
| À nous deux | 1,200 |
| Surprise sur prise | 1,131 |
| Juste pour rire | 1,021 |

*Source: CBC Research (A.C. Nielsen*

## TOP CANADIAN SPECIALS

*Season to end of March 96*

| CBC French Television | Average Audience (000) |
|---|---|
| Bye Bye 95 | 2,494 |
| Référendum 95 | 1,336 |
| Courtemanche (BD*) | 1,323 |
| Gala de l'ADISQ (BD*) | 1,173 |
| Gala des Gémeaux (BD*) | 1,1[illegible] |
| Céline Dion (BD* | 1,1[illegible] |
| Ginette Reno (BD*) | 1,1[illegible] |
| Les Parlementeries | 1,013 |
| Bye Bye 95 (repeat | 1,013 |
| Soirée des masques (BD* | 1,007 |

BD* [illegible]

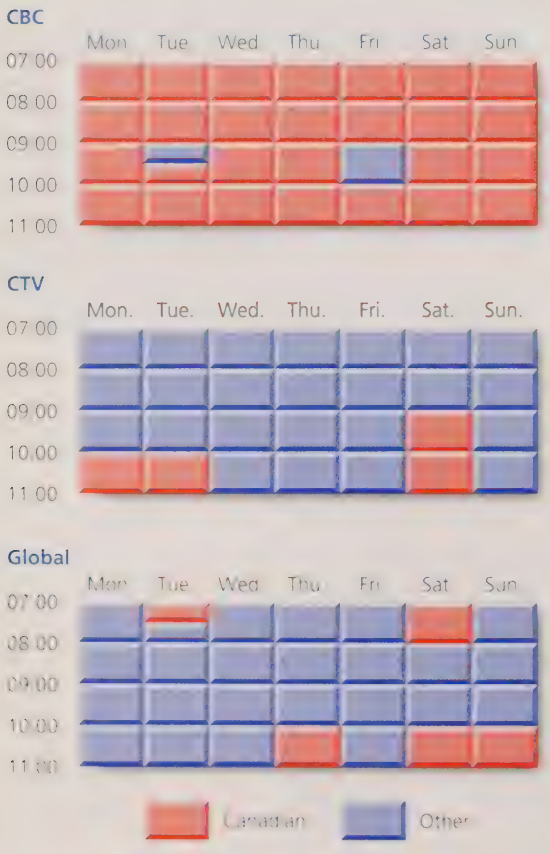
Source: CBC [illegible]

### *Canadian Content*

The majority of CBC English and French Television programs are produced in Canada, either by CBC, by CBC in cooperation with other producers and broadcasters or entirely by the private sector.

CBC English Television is the only English language Canadian broadcaster which schedules a significant amount of Canadian programming in prime time (7 to 11 p.m.). This past year, Canadian content in prime time increased from 82% to 83% and dropped from 61% to 60% over the full day. The network plans to replace American network programming in prime time with Canadian programs and programs from around the world, effective September 1996.

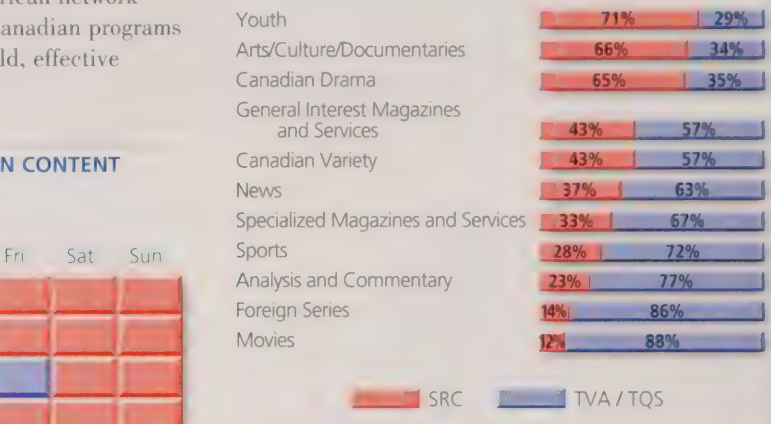
**PROJECTED PRIME TIME CANADIAN CONTENT**
*7 - 11 p.m., fall 1996*




*Source: CBC Research*

CBC French Television also has the highest Canadian content among French language broadcasters. This past year, Canadian content remained stable at 85% in prime time and 76% over the full broadcast day. French Television's distinctiveness can also be measured by comparing the program types it offers to those of private conventional francophone broadcasters.

**PROGRAM MIX, FRENCH CONVENTIONAL TELEVISION BROADCASTERS**
*% of Broadcast by Program Types*




*Note: Based on a typical week, autumn 1995, sign-on to sign-off.*

### *Audience Shares*

Since the 1994-95 fiscal year, the total share of English Television viewing to CBC, including Newsworld, decreased about one percentage point to 11.1% over the full day, as did that of other non-pay Canadian broadcasters. At the same time, audience share to pay and specialty services increased three percentage points.

**WEEKLY REACH**

According to a Statistics Canada survey conducted in March 1996, 88% of anglophone adults watch CBC English TV and 93% of francophone adults watch CBC French TV.

Despite the arrival of Canal D, the total share of francophone viewing to CBC French television services, including RDI, remained stable at 20.9% over the full day. The share of other non-pay Canadian French language services taken as a whole decreased by more than 2 points, while the share of pay and specialty services went up 1.6 point.

**PRIME TIME AUDIENCE SHARES**
*7 - 11 p.m., April - March (%)*

**All English Language Services**

| | 95-96 | 94-95 | 93-94 |
|---|---|---|---|
| CBC TV | 11.7 | 13.2 | 13.8 |
| CBC Newsworld | 1.0 | 0.8 | 0.8 |
| Other non-pay Canadian | 44.0 | 44.4 | 45.8 |
| Pay/Specialty[1] | 18.6 | 15.8 | 13.6 |
| U.S. | 24.8 | 25.8 | 26.1 |

**Among Francophone Viewing**

| | 95-96 | 94-95 | 93-94 |
|---|---|---|---|
| SRC | 23.5 | 25.9 | 27.1 |
| RDI | 1.7 | 0.3 | — |
| Other French non-pay | 46.1 | 46.9 | 48.0 |
| French pay/specialty[2] | 8.9 | 7.7 | 6.2 |
| All English services | 17.9 | 17.2 | 16.6 |
| Others | 1.9 | 2.0 | 2.1 |

[1] Excluding Newsworld
[2] Excluding RDI

*Source: CBC Research (A.C. Nielsen)*

## *Strategic Alliances and Partnerships*

### *In English Television*

About 20% of all Canadian programming on the network is produced by independent producers, and a further 13% is produced under coproduction partnerships with independent producers. Independent contributions include two flagship drama series, *Road to Avonlea* and *North of 60*, as well as many of the Sunday night movies.

As part of CBC's strategic alliance with Power Broadcasting, English Television operates two specialty channels. Newsworld International, a 24-hour news and information service, combines the best of CBC Newsworld with newscasts and documentaries from around the world. TRIO, a family entertainment channel, features programs acquired from the CBC and other Canadian producers. The two services are distributed by satellite-to-home throughout the United States.

In Canada, CBC is a partner in the Showcase specialty channel, providing some of its best Canadian programming. Equity holders in Showcase are CBC (20%), Alliance Communications Corporation (55%), Les Productions La Fête Inc. (17%) and eleven other independent producers (8%). The service now has 3.1 million subscribers.

CBC was a minority partner with Southam Inc. in an application to the Canadian Radio-television and Telecommunications Commission (CRTC) for a new headline news service. The application was heard on May 8, 1996, and the CRTC should announce a decision over the summer.

### *In French Television*

Independent productions accounted for 17% of all programs broadcast on French Television in 1995-1996, while coproductions accounted for 6% of network programs; half of these originated from Montreal and half from the regions. The main partners are Radio-Québec, Canal Famille, le Réseau des sports, independent producers, festival organizers and numerous cultural, arts and sports organizations.

Thanks to the network's association with French-language broadcasters in other countries, CBC French Television programs enjoy an international audience. TV5 carries *Le Téléjournal*, *Le Point*, *Enjeux* and *Découverte* in Europe, Asia, Africa, Latin America and the West Indies. Our programs are also featured on TV5 Quebec-Canada and on the International Channel in the U.S.

For the first time in the history of Canadian television, five French language broadcasters joined forces to produce a two and a half hour special on AIDS.

# PROGRAMMING HIGHLIGHTS

## *English Radio / French Radio*

### *Schedule Changes. New Series. Specials*

#### *English Radio and Stereo*

After major revisions to the weekday evening and weekend schedules in the previous two years, 1995-96 was one of relative stability for the English Radio and Stereo schedules. Nonetheless, there were a few significant additions:

- Both Radio and Stereo are now 24-hour services. This longstanding goal has been achieved with the debut of *CBC Radio Overnight* (1 to 6 a.m.), an innovative program featuring information highlights from other English language public radio services around the world, plus hourly CBC Radio newscasts. Most regional stations incorporate relevant information in the last hour.



▲ Gwynne Dyer, host of ***"Millennium,"*** ***Sunday Morning***, CBC Radio

- *In Reply*, heard regularly on all regional stations, gives English Radio programmers and managers the opportunity to respond, on the air, to comments and questions from listeners.

Shelagh Rogers left *The Arts Tonight* to join Peter Gzowski on *Morningside*, and Bill Richardson, heard frequently on *Gabereau* and *Crosswords*, replaced Leon Cole as host of *As You Like It* (previously *RSVP*).

It was a busy year for specials and series. Following are but a few examples:

- CBC Radio provided in-depth coverage of the Quebec Referendum, covered six provincial elections and led the way with its investigative treatment of the Somalia story.
- *Millennium*, a provocative six-part series by renowned Canadian broadcaster Gwynne Dyer, explored the emerging global culture.
- Regional comedy from St. John's, Halifax, Charlottetown and Ottawa was featured on such network series as *The Great Eastern* and *Madly Off In All Directions*.

▼ Peter Gzowski, host of ***Morningside***, with Shelagh Rogers, CBC Radio






◄ ***Territorial Election coverage***, NWT
(l.-r.) CBC North Radio announcer / operators Harriet Paul, Peter Hope and Leitha Kochon

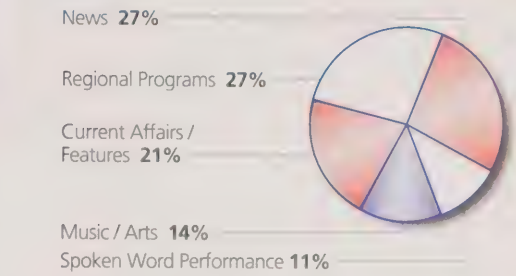
- Rex Murphy, host of *Cross Country Checkup*, toured the country with a series on Canadian unity.
- Radio Music aired 24 special events ranging from a live broadcast from the Stratford Festival to the premiere of the opera *Red Emma*, and also participated in a number of coproductions with European public broadcasters, including a concert to mark the 50th anniversary of the United Nations.
- *Ideas* celebrated its 30th anniversary with a special series of highlights from past seasons.

Regional stations were equally busy with special projects. For example:

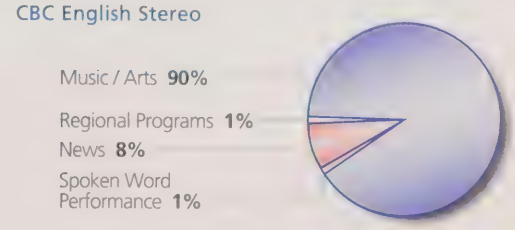
- Newfoundland launched two new series, one showcasing the province's oral tradition and the other presenting biographies of some of its great citizens.
- Montreal produced a one-hour satire entitled *The Anglo Guide to Surviving the Referendum*, heard across the country.
- Saskatchewan and Manitoba collaborated on a ten-part performance series from summer festivals in the two provinces.
- British Columbia organized a provincial young performers competition and presented a series of concerts by the CBC Vancouver Orchestra.
- CBC North provided in-depth coverage, in English and seven aboriginal languages, of the last election before the division of the Northwest Territories, covered the Inuit Circumpolar Conference and the Arctic Winter Games, and presented a two-hour northern music special.

## SCHEDULE BREAKDOWN BY PROGRAM TYPES

### CBC English Radio



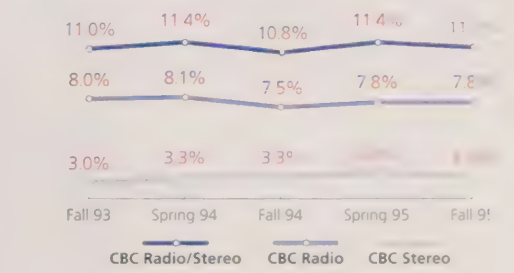

### CBC English Stereo




*Note: Based on a typical week of 168 hours, 95-96 season*

## AUDIENCE SHARE

### CBC English Radio / Stereo




*Note: Based on anglophone listening in areas serviced by a CBC station*

*Source: CBC Research (BBM)*

### *French Radio and Stereo*

Since August 28, 1995, the French Radio network has been broadcasting its news bulletins 24 hours a day across the country. This change ensures a permanent presence on air and allows the network to react promptly to major events.

The FM Stereo network completed the project initiated in 1994-95 to position itself as the "cultural channel," offering listeners one of the biggest concert halls in the country.

French Radio as a whole continued to innovate with an impressive number of new programs. The summer schedules had nine new series including seven cultural programs, one music and one information series.

The fall-winter schedules featured 15 new productions including:

- the culture and society magazine *Indicatif Présent* hosted by Marie-France Bazzo;
- the sports program *Galerie de presse* with Jacques Thériault;
- *La Grande Scène du dimanche*, a weekly magazine on the arts and theatrical performances;
- *Tout pour la musique*, a review of highlights in contemporary music from Canada and around the world;
- *Une vie dans le siècle*, reminiscences of prominent people; and,
- *Art-la-loi*, a weekend arts magazine with Isabelle Craig.

French Radio was also busy with specials covering the Referendum campaign in Quebec, the provincial elections in Ontario and New Brunswick, the Canada Winter Games and the 50th anniversary of VE Day.

Live from the Vieux Port in Montreal, the FM network broadcast *La Symphonie portuaire*, a musical piece created with the sound of boat sirens.



▲ Jacques Theriault, host of ***Galerie de presse***, CBC French AM Radio



▲ Céline-Marie Bouchard, host of ***Décollage horaire***, CBC French AM Radio



◀ Sylvia L'Ecuyer, host of ***Tout pour la musique***, La Chaine culturelle

In cooperation with the Communauté des Radios Publiques de Langue française, the FM network also presented a two-hour documentary on French-language countries around the world.

As part of our exchanges with the European Broadcasting Union (EBU), concerts featuring the Montreal and Quebec Symphony Orchestras were heard in some 30 countries.

### *Audience Share*

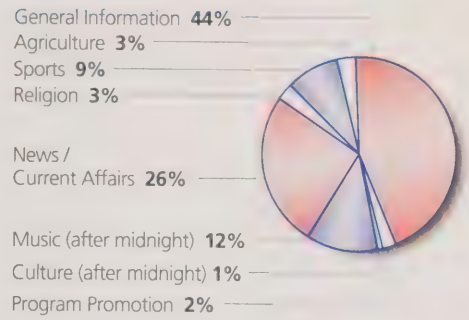
In fall 1995, English Radio and Stereo's combined share of Anglophone listeners was at 11.1%, a slight increase over fall 1994.

Stations capturing first or second positions in their markets, either overall or during the prime weekday morning period, were Gander/Grand Falls, Corner Brook, Halifax, Fredericton, Ottawa, Windsor and Vancouver.

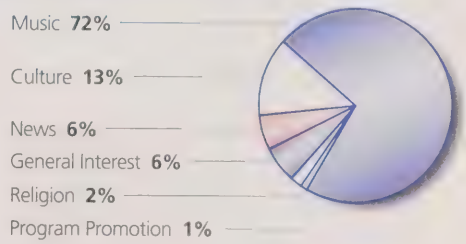
French Radio and Stereo did particularly well, increasing their combined share from 8.4% in fall 1994 to 9.7% in fall 1995.

**SCHEDULE BREAKDOWN BY PROGRAM TYPES**

CBC French Radio




CBC French FM Stereo (la Chaîne culturelle)

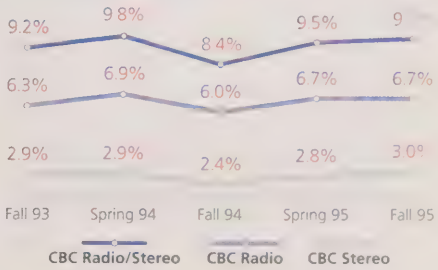



**WEEKLY REACH**

According to a Statistics Canada survey conducted in March 1996, 54% of anglophone adults listen to CBC English Radio/Stereo and 54% of francophone adults listen to CBC French Radio/Stereo.

**AUDIENCE SHARE**

CBC French Radio / Stereo




*Note: Based on francophone listening to French stations in areas serviced by a CBC station.*

*Source: CBC Research (BBM)*

# PROGRAMMING HIGHLIGHTS

## *CBC Newsworld / Le Réseau de l'information*

### *Schedule Changes, New Series, Specials*

#### *Newsworld*

Newsworld launched 11 new Canadian programs in September 1995. Prime time was the major focus, featuring *The Lead*, with Alison Smith, a nightly half-hour program spotlighting the top news story of the day, and *Pamela Wallin Live*, an hour-long nightly interview show allowing Canadians to meet interesting people.

In addition, Newsworld launched a live noon hour phone-in program with Ralph Benmergui called *Benmergui Live*.



▲ Alison Smith, host of ***The Lead***, CBC Newsworld

Newsworld strengthened its sports presence, extending *The National Sports* to 30 minutes per night, and on Saturday, the network added a sports journalism program and a phone-in show with award-winning sportscaster Bruce Dowbiggin.

On weekends, the network launched *News Weekend*, a popular wrap-up of the week's news stories on Saturday at noon, and *Pacific Rim Report*, a weekly look at business and news in that region, on Sunday at 1 p.m. Both programs substantially increased the ratings in their time period over last season.

Newsworld also reached record audiences of 2.4 million viewers with comprehensive live coverage of the Quebec Referendum. In addition, over 300 live events were broadcast during the year. These included:

- The Paul Bernardo Trial;
- The visit of Prince Charles;
- The 50th anniversary of the bombing of Hiroshima;
- The Stand-off at Gustafsen Lake, British Columbia.



► Bruce Dowbiggin, host of ***The National Sports*** and ***Sports Connection***, CBC Newsworld

### *Réseau de l'information*

The 1995-96 year was the first full year for RDI, launched January 1, 1995.

RDI broadcasts 48 news bulletins a day, one on the hour and one on the half hour. Approximately one third of all broadcast time is filled with news items produced in French by journalists posted in 32 Canadian cities.

Additions to RDI's weekly schedule during the 1995-96 season included:

- in-depth interviews on current affairs issues and a phone-in line on *Maisonneuve à l'écoute*;
- interviews with personalities from the arts community on *Entrée des artistes*, with Marie-Claude Lavallée;
- news highlights from francophone countries around the world on *Horizons francophones* hosted by Michaëlle Jean; and,
- the hardships of life in Moscow on *Un Canadien à Moscou*, with reporter Jacques Bissonnet.

RDI also broadcast 560 specials, an average of more than one a day. For example,

- The United Nations' World Conference on Women in Beijing;
- Canadian astronaut Chris Hatfield's space mission;
- A four-day conference on the social and economic future of Quebec;
- A six-part series on the various facets of Canada's history.



◄ Pierre Maisonnneuve, host of ***Maisonneuve à l'écoute***, RDI

▼ Marie-Claude Lavallée, host of ***Entrée des artistes***, RDI



### *Canadian Content*

Newsworld and RDI continue to meet or exceed their licence requirements, programming more than 90% Canadian content on a weekly basis.

On Newsworld, 44 hours a week of broadcast time originates from the network centre in Toronto, 37.5 hours from Halifax, and 22.5 hours from Calgary. Newsworld also works with outside partners such as Southam Inc.

On RDI, 48% of all broadcast time is provided by the network centre in Montreal. The balance comes from a variety of sources including CBC regional stations and affiliates, CBC French Television, CBC English Television, Newsworld, Cogeco, Télévision Quatre Saisons, Radio-Québec, La Chaîne française de TV Ontario, Musique Plus, private Canadian producers and French language European public broadcasters (Euronews, France 2).

### *Distribution*

Newsworld is now the specialty network with the highest penetration in Canada, reaching over 7.4 million cabled homes. As for RDI, it is accessible to 6.7 million cabled homes in Canada: 1.8 million in Quebec and 4.9 million outside Quebec.

**WEEKLY REACH**

According to a Statistics Canada survey conducted in March 1996, 65% of anglophone adults subscribing to cable watch CBC Newsworld and 72% of francophone adults subscribing to cable watch RDI.

# REFLECTING CANADA TO CANADIANS

At the heart of CBC's mandate is the obligation to "reflect Canada and its regions to national and regional audiences." During the 1995-96 season, many programs fulfilled this goal. Some examples:

### *On English and French Television*

- The Gemini Award-winning comedy series *This Hour Has 22 Minutes* delivered topical political and social satire reflecting current events across the country.
- The weekly current affairs series *L'Accent francophone* reflected francophone communities outside Quebec.
- Wayne Rostad, host of *On the Road Again*, travelled across Canada in search of special people in small communities.
- *Rough Cutz: The Program* entertained and informed from a largely urban and western perspective.
- The agriculture, environment and natural resources magazine *La Semaine verte* presented stories from all regions of the country.
- *North of 60* reflected life in a small Northwest Territories community.
- *Le Jour du Seigneur* invited viewers to Sunday services in various regions.
- the mini series *Steinberg* depicted the life of this influential businessman in Quebec.

Through national broadcasts, Canadians from all parts of the country participated in regional and national events such as the Canada Day



▲ ***This Hour Has 22 Minutes***, CBC Television: (l.-r.) Greg Thomey, Mary Walsh, Rick Mercer, Cathy Jones



◄ Marie-Josee Tardif, host of ***L'Accent francophone***, CBC Television



▲ Wayne Rostad, host of ***On the Road Again***, CBC Television



► ***Il était une fois Louisbourg***, with Pierre Desjardins, CBC French Television.

celebrations in Ottawa, the Calgary Stampede Parade in Alberta, the East Coast Music Awards in Nova Scotia, the show "Une accessible étoile" presented during the G7 meeting in Halifax, "Les médiévales" in Quebec City and the 275th anniversary of Louisbourg in Nova Scotia. Network information programs such as *Midday*, *The National*, *Le Téléjournal* and *Le Point* also made special efforts to reflect the views and stories of communities across the country.

Regional stations also produced a number of programs for regional and inter-regional broadcast. The types of programs provided vary from region to region, and run the gamut from information and documentary to variety and music.

Apart from its daily and special news and current affairs programs, English Television covered such regional events as the B.C. Athlete of the Year Awards, the Brandon Winter Fair in Manitoba, the Easter Seal Telethon in Prince Edward Island and the Kiwanis Music Festival in Newfoundland, to name but a few.

*At the heart of CBC's mandate is the obligation to "reflect Canada and its regions to national and regional audiences."*

On French Television:

- Moncton produced 20 new programs for *Le Temps des affaires* in partnership with the Economic Council of New Brunswick, and 18 new programs for *Trajectoires*, a magazine on cultural life in Acadia; both programs were also shown on RDI.
- The Ontario/Outaouais region continued to present the arts programs *Espace libre* and *Vidéoclips*, and cooperated in the production of three CBC French Radio talent competitions.
- As usual, western regions participated in various community events such as the "Gala fransaskois de la chanson" and the Festival du voyageur.
- All stations broadcast daily and special news and current affairs magazines.

### *On English and French Radio*

Approximately 84% of the combined English Radio and Stereo schedules contained various forms of regional content: full network series, contributions to network programs and local/regional programs for regional broadcast.

The priority for the past year was to provide more relevant community information on the local morning shows.



▲ Michel Picard, host of ***Tournée d'Amérique***, CBC French AM Radio.



▲ Michaëlle Jean, host of ***Le Canada aujourd'hui***, RDI.



▲ Rex Murphy, host of ***Cross Country Checkup***, CBC Radio.

In addition, English Radio and Stereo reflected Canada to Canadians through such national series as:

- *Cross Country Checkup*, a national open-line program on topics of current interest;
- *Gabereau*, interviews and features from all parts of the country;
- *À propos*, a profile of the Quebec music scene;
- *Mostly Music*, concerts and interviews from various regions.

On the French radio services, approximately 57% of the combined Radio and Stereo schedules had regional content.

For example,

- Children from all parts of the country helped prepare some 20 programs for the series *275-Allô*. This very popular phone-in program inspired the creation of "Cyrus, une encyclopédie de poche," published by a Canadian publisher in cooperation with CBC French Radio. More than 100,000 copies were sold within the first six months.
- *D'est en ouest* and *Tournée d'Amérique* continued to reflect various Canadian regions and francophone countries.
- On the Stereo network, regional dramas were broadcast three nights a week.

An important program production, exchange and broadcast project initiated last year among the 16 CBC production centres exceeded all expectations. About 80% of French stations regularly use program content from this collaboration.

### *On Newsworld and RDI*

In 1995-96, Newsworld kept Canadians informed with daily live national broadcasts such as *CBC Morning News*, a round-up of news from around the country, and brought Canadians together to discuss the issues of the day on the phone-in program *Coast to Coast*. On weekends, *Sunday Morning Live* presented an in-depth analysis of major news stories of the week across the country.

During the week, between 11 a.m. and 4 p.m., RDI presented a roundup of current events as viewed by each of the four Canadian regions (Atlantic, Quebec, Ontario and Western regions).

On week nights, *Le Canada aujourd'hui* focused on regional affairs and *Info Pacifique* presented current developments in Western Canada which might interest Canadians in other parts of the country.



▲ ***CBC Morning News***, Newsworld (l.-r.) Bill Cameron, Joanne Stefanyk, Lee MacLeod, [illegible]

# PROMOTING CULTURAL AND TALENT DEVELOPMENT

CBC continued to play a key role in the cultural life of the country, supporting and developing Canadian creative and performance talent and showcasing it before a national audience.

On Television, this role was carried out in a variety of ways, from the broadcast of many national and regional award galas (Governor General's Performing Arts Awards, Genie Awards, Juno Awards, National Aboriginal Achievement Awards, La Soirée des masques), to the presentation of performances such as *Joe*, a choreography by Jean-Pierre Perreault, *The Antichamber*, an innovative portrait of multimedia artist Michel Lemieux, Edmonton's exhilarating Ukrainian Shumka Dancers, Montreal's Cirque du Soleil, to name but a few.

*CBC continued to play a key role in the cultural life of the country.*

CBC's commitments to the broadcasting of Canadian music on its radio networks are significantly higher than those of other radio stations: 50% in popular music and 20% in specialized genres like classical and jazz music. The jazz and classical music levels are frequently exceeded, reaching as high as 35%.



▲ The 1995 ***Governor General's Performing Arts Awards*** gala with host André-Philippe Gagnon (top right), singer Laura Smith and Cape Breton fiddler Ashley MacIsaac CBC English and French Television

► Bolea Doras in ***"Le Cirque du Soleil : Saltimbanco,"*** ***Les Beaux Dimanches***, CBC French Television





◄ ***CBC True North Concert***
CBC North Newsman Robert Jordan, from the Montagnais band Kaska and host Lenore Keeshig-Tobias.

In financial terms, English Radio contributes approximately $10 million annually to Canadian creative and performing talent. These contributions include:

- Over 700 live music events per year;
- Broadcasts by 18 Canadian orchestras;
- Live Canadian pop performances on five shows a week;
- Approximately 30 CBC Records releases each year;
- Fifty or more original Canadian dramas commissioned each year;
- Coverage of cultural festivals in large and small communities;
- Five hours of arts journalism each week.

In 1995-96, French Radio's financial contribution to the Canadian cultural industry exceeded $3 million. Among other activities, French Radio doubled its commissions to Canadian composers, for a total of 16. It also continued to foster cultural development through its sound recordings and its contributions to popular events as well as through its association with independent cultural productions.

As well, CBC has always been instrumental in launching the careers of up and coming artists. This year, for example, French Stereo and French Television joined forces to launch the *Grands Prix Société Radio-Canada* to encourage the production of poetry, scripts and short stories specifically designed for radio and television.

CBC French and English radio services also continued to jointly produce several musical and literary competitions.

# BUILDING BRIDGES BETWEEN THE TWO CULTURES

A key goal for CBC is to build bridges between Canada's francophone and anglophone communities. This is achieved through coproductions, exchanges of programs and reports, joint acquisitions and the pooling of human and technical resources.

In Television, for example:

- *The National* and *Le Point* collaborate on a regular basis;
- *Country Canada* shares items with *La Semaine verte*;
- special Canadian missions abroad are covered jointly by English and French services;
- some documentaries are exchanged between the networks;
- the networks pool resources for coverage of major sports events (e.g., the Commonwealth Games, the Montreal Grand Prix), of national events (Canada Day and Remembrance Day), of current affairs (the federal budget);
- both networks present drama series and movies that reflect the other's culture (*Road to Avonlea/ Les Contes d'Avonlea, Black Robe/Robe noire*).

English and French Radio jointly produce four biennial talent competitions and make about 100 program exchanges a year. Examples of joint productions in 1995-96 included *Music Alive/Radio-Concert* and *Radio on Stage/La Radio sur les planches*. They also collaborated for special events such as the Banff Competition and the Glenn Gould Award.

English and French Radio services also reflect each other's culture through such programs as *Deux sollicitudes*, which presented conversations between writers Victor-Lévy Beaulieu and Margaret Atwood, and *À propos*, a program introducing anglophone listeners to francophone artists from Quebec and the rest of Canada.

Newsworld and RDI share responsibility for coverage of national events, and exchange footage and services. Both networks also broadcast programs from the core television services such as *Market Place*, *Witness* and *Country Canada* on Newsworld and *La Facture*, *Trajectoires* and *La Semaine verte* on RDI.

Regional stations have been exchanging and sharing program content for many years, and cross-cultural cooperation is part of their day-to-day activities.



▲ Michel Lemieux, ***L'Antichambre***, French Television





▲ ***Deux sollicitudes***, La Chaîne [illegible] Canadian authors Margaret At[illegible]

◄ Jim Corcoran, host of ***À propos***, CBC E[illegible]

# ENSURING EQUITABLE PORTRAYAL ON AIR

It is part of CBC's responsibility to reflect in its programming the members of designated groups: women, aboriginal people, visible minorities and people with disabilities.

### *Women*

Both English and French Television offered a wide variety of stories and documentaries about women. For example:

- a film based on Alice Munro's novel *Lives of Girls & Women*;
- *Other Women's Children*, about a pediatrician and mother;
- *Diana Kilmury: Teamster*, based on the life of Canada's first female Teamster executive;
- *Vive la différence*, a documentary about the psychological make-up of women;
- *Le Jardin oublié*, a documentary about filmmaker Alice Guy-Blaché;
- *Éloïse, poste restante*, an author's account of her turbulent relationship with her disabled daughter.

Karen Levine, Executive Producer of CBC Radio's *As It Happens*, was the first recipient of the Florence Bird Award honoring a communicator whose work shows that "women's rights are truly human rights."



► **Karen Levine**, CBC Radio, first recipient of the Florence Bird Award



▲ ***Lives of Girls & Women***, CBC Te[illegible]



► [illegible]



◄ Tina Keeper, Tom Jackson [illegible] of the ***1996 National Aboriginal Achievement Awards***
CBC Television

### *Aboriginal People*

Initiatives to portray aboriginal peoples are also numerous on Television. Examples include:

- the English TV broadcast of the *National Aboriginal Achievement Awards* and *Four Directions*, a drama anthology about aboriginal life in Canada;
- the airing by French TV of a performance by the music duo Kashtin as part of *Les Beaux Dimanches*, and a portrait of a Saskatchewan Métis artist, Edward Poitras, on *Le Point*;
- the successful drama series *North of 60/ Au Nord du 60e*, an authentic depiction of aboriginal life;
- the representation of aboriginal peoples on Newsworld's NEDAA and on RDI's *Nations*.

Some of the issues raised by French Radio's news and current affairs programs were territorial rights, the elections in Kanesatake, the bill on the adoption of aboriginal children and the Oka crisis, five years after. Regional stations also gave a lot of attention to aboriginal issues. For example, a producer and a reporter from Regina won the "Prix Radio de l'Office des communications sociales" for a story on the integration of aboriginal people in northern Saskatchewan.

*It is part of CBC's responsibility to reflect the four designated groups.*

### *Visible Minorities*

CBC is also committed to ensuring the equitable portrayal of Canada's multicultural and multiracial groups. For instance:

- English TV's *Witness* series portrayed a Korean family hoping for a better life in Canada.
- French Television's *Second Regard* presented a feature on relations between students in a multiracial school and won a Gémeaux Award for "Jasmine, parfum d'une double culture."
- English Television presented *The War Between Us*, based on Sharon Gibbon's story of a wartime friendship between her grandmother and a Japanese-Canadian woman.
- *The National* featured a documentary entitled "A Family Divided," about a three-way clash among Indian, Sikh and Western values.
- On French Stereo Radio, *Littératures actuelles* and *Le Temps perdu* talked about various aspects of foreign literature.
- On the French AM network, *Signes des temps* invited ethnocultural groups to make suggestions concerning multiculturalism and integration.

► ***Under the Piano***, CBC Television (l.-r.) Amanda Plummer, Megan Follows



- Edmonton Radio runs a weekly feature called *Dim Sum Diary* in which playwright Marty Chan describes his experiences growing up as a Chinese-Canadian in Edmonton.
- Radio Drama presented a dramatization of *Soursweet*, Timothy Mo's novel of growing up Oriental in London, England.
- *Morningside* explored the issues around black young people and crime in Canada's cities.

### *People with Disabilities*

Programs depicting the daily reality and dreams of people with disabilities were also featured on Television. For example:

- The science program *Découverte* presented a story on the special qualities of autistic people.
- *Second regard* explored the universe of two blind people.
- *Personal Best* had a story on a blind world champion in shot-put and discus.
- *The Nature of Things* examined the latest research on autism.
- *Under the Piano* told the story of two sisters, one of whom is autistic, and their relationship with their mother.

On French Radio, *Une année ... des familles* highlighted the needs of people with disabilities, *CBF Bonjour* focused in on the needs of people with a visual handicap and *Les Actualités* talked about sterilization of mentally retarded people.

English Radio presented *Mourning Dove*, a drama dealing with the moral and ethical issues surrounding euthanasia of severely disabled persons. *Bonnie and Gladys*, a first-person documentary for English Radio produced by a woman learning to cope with life after a debilitating stroke, won a prestigious Gabriel Award.

# NATIONAL AND INTERNATIONAL RECOGNITION

The excellence of CBC programs was once again recognized at home and abroad through hundreds of awards and prizes.

For example, Television received:

- a Prix Italia for *Thirty-Two Short Stories about Glenn Gould*;
- the Canadian Nurses Award of Excellence in television news reporting for *Help Nurse* as well as Awards of Excellence in the long report category for *Découverte : Bactérie mangeuse de chair* and in documentary for *The National/Prime Time News: Can We Afford Medicare?*;
- 18 Gémeaux awards to French TV in-house productions and 22 to independent productions broadcast on its airwaves;
- first prize in the documentary category at the Agrofilm 95 Festival in Slovakia for *La Semaine Verte*;
- 37 Geminis, including one for Newsworld's coverage of VE Day, produced in collaboration with CBC Television; another for Newsworld's *Nuhoniyeh: Our Story*, aired on the documentary series *Rough Cuts*, as well as the Best Sports Broadcaster Gemini to Newsworld's Bruce Dowbiggin for his coverage of the Grey Cup;
- a Peabody Award for *Boys of St. Vincent*;
- four Golden Sheaf Awards at the Yorkton Short Film and Video Festival;
- the International Television Critics Prize for *Little Criminals* at the Monte Carlo Festival;
- an Award of Excellence from the Banff Television Festival to Frédéric Back.

Radio services were honored with:

- a Peabody Award for the documentary "Kevin's Sentence," aired on *Sunday Morning*;
- the Canadian Nurses Association Award of Excellence in Radio news reporting for *Unnecessary Risk* and the CNA's Media Awards for Excellence in health reporting for two *Quirks and Quarks* documentaries;
- a B'nai B'rith Human Rights Award for the docu-drama *We Stand on Guard for Thee*;
- two Gabriel Awards;
- 11 medals at the International Radio Festival of New York;
- the Grand Prix Paul-Gilson of the Communauté des Radios Publiques de Langue Française (CRPLF) in the police/fiction category for *Une descente aux enchères*;
- the Asia-Pacific Broadcasting Union (ABU) Award in the children's programming category for *275-Allô*.
- the title of singer of the year of the CRPLF to French Radio's candidate, Karina Gauvin.



► Recipient of the International Television Critics Prize at the Monte Carlo Festival, ***Little Criminals***, a CBC Television production featuring Myles Ferguson (left) and Brendan Fletcher

### *Canada Labour Relations Board (CLRB) Proceedings*

As a result of its review of the structure of the Corporation's bargaining units in the Province of Quebec and Moncton, N.B., the CLRB reduced the number of units from eight to four. The bargaining agents for the newly created Units were certified by the Board in July 1995.

The CLRB also completed its study of a request for certification filed in April 1993 by the Association of Professionals and Supervisors (APS). In September 1995, the Board certified APS as the bargaining agent for a national unit comprising approximately 700 supervisors and professional employees and others who perform similar or comparable functions.

*The necessity to do more with less has highlighted the critical importance of appropriate staff training.*

### *Training and Development*

The necessity to do more with less and to reduce overhead costs while still maintaining productivity has highlighted the critical importance of appropriate staff training.

Employees are being trained in new methods to achieve more efficient use of resources; programming personnel receive training in the new digital technologies; new courses in investigative journalism and research are being developed for the Internet.

Most office computer training is now being done in interactive centres, and classroom training is dedicated to software that improves the efficiency of business and operations.

### *Employment Equity*

CBC's policies are designed to ensure that the workplace environment allows all employees to perform at optimal level. Employees from the four designated groups — aboriginal peoples, members of visible minorities, people with disabilities, women — are accommodated in ways which meet their needs, respect their dignity and ensure operational requirements are met.

CBC played a prominent role at the Aboriginal Career symposium in Ottawa in November. Over 2000 young people and teachers attended workshops and visited displays by participating government and private organizations.

Aboriginal candidates interned as writers, directors, story editors and producers for the *Four Directions* TV anthology series and *North of 60*.

CBC Calgary participated in the annual "Youth Minority Program" in which visible minority high school students of exceptional academic standing are placed with participating employers for eight weeks during the summer.

With financial assistance from the Department of Canadian Heritage's Multiculturalism Programs, CBC's French Services provided a three-month training course to seven applicants. The initiative was designed to help the Corporation meet its goals of ensuring equitable portrayal of various communities in programming, discover young communicators from visible minorities, and promote closer links with various cultural communities.

The Metro Toronto Association for Community Living presented certificates of appreciation to four members of CBC's Human Resources staff for their continued support and extraordinary efforts in providing opportunities for people with developmental disabilities to gain necessary employment skills.

In Montreal, the French Television network began a program to train women in non-traditional areas of television production. The program was a collaborative effort between CBC and the Montreal branch of Women in Film and Television, with funding from Status of Women Canada.

CBC Saskatchewan and the Saskatchewan Institute of Applied Science and Technology teamed together to offer a series of four week-long training camps to acquaint Grade 8 girls with non-traditional career opportunities.

## UNIONS / ASSOCIATIONS

### English File

| | |
|---|---|
| CBEU-CUPE | Canadian Broadcast Employees Union (CBEU) of CUPE |
| CEP-NABET | Communications, Energy & Paperworkers Union of Canada |
| CEP-NABET | Security Guards |
| CMG | Canadian Media Guild |

### French File

| | |
|---|---|
| AR | Association des réalisateurs |
| SCFP | Syndicat canadien de la fonction publique |
| SCRC | Syndicat des Communications de Radio-Canada (FNC-CSN) |
| STRF | Syndicat des techniciens du réseau français de Radio-Canada |

### Associations

| | |
|---|---|
| ACTRA | Alliance of Canadian Cinema, Television and Radio Artists |
| AF of M | American Federation of Musicians of the United States and Canada |
| APS | Association of Professionals and Supervisors |
| IATSE (58) | International Alliance of Theatrical and Stage Employees and Moving Picture Machine Operators of the United States and Canada |
| IATSE (471) | International Alliance of Theatrical and Stage Employees and Moving Picture Machine Operators of the United States and Canada Local 471 (Ottawa) |
| PGC | Performers Guild of Canada |
| SARDEC | Société des auteurs, recherchistes, documentalistes et compositeurs |
| UDA | Union des Artistes |
| WGC | Writers Guild of Canada |

### *Government and External Relations*

The Government and External Relations section of the Corporation is the contact point for elected and government officials, as well as major national organizations and groups. It responds to questions from those sectors and coordinates and prepares any material required by government departments and committees. In addition, the section keeps senior management abreast of government activities.

Maintaining community and government support for the Corporation continued to be a prime goal during 1995-96. Efforts focused on increasing contacts between government officials and senior managers, and building coalitions with key organizations. Information about the Corporation was made more accessible and available to government and external groups.

There were a number of new government appointments, including a new minister. Board members and senior managers were briefed on these developments and kept informed about proceedings in the House of Commons and the Senate, as well as political developments affecting the CBC.

*Media Accountability works with CBC journalists to develop programming policies and practices.*

### *Media Accountability*

Media Accountability works with CBC journalists to develop programming policies and practices which will enhance information programs; presents professional development seminars designed to improve CBC journalism; and works with information programming departments to assist in the monitoring of program coverage of major events.

In 1995-96, the Corporation launched a new initiative called Collaborative Journalism. Collaborative Journalism seeks to identify methods and practices common to information programming units which could be shared, thereby eliminating duplication and redundancies. This initiative, coordinated by Media Accountability, will be ongoing and built into the annual operational plans of all units.

As well, Media Accountability coordinated the third CBC National Journalism Symposium. The theme was "Journalistic Ethics, Public Interests, Public Tastes," and investigated issues such as "Journalism or Showbusiness," "The Tools of Investigative Journalism," and "Journalism and the Justice System." The Symposium was attended by 250 CBC journalists and 50 journalists and professionals from outside the Corporation.

The largest project undertaken by Media Accountability this year was the preparation for, monitoring and evaluation of CBC program coverage associated with the 1995 Quebec Referendum. Before the Referendum, day-long seminars were held for CBC journalists to discuss and explore the most recent developments surrounding the Referendum. During the Referendum campaign, a program monitoring system was initiated with an independent outside firm (Erin Research) so that a non-CBC programming evaluation could be fed back to the media for consideration along with the extensive in-house monitoring already in place. After the Referendum, Media Accountability coordinated the networks'

responses to the many questions asked by our audiences and by our programmers about the close result of the Referendum and the role played by Canada's public broadcaster.

### *Office of the Ombudsman*

To ensure that the highest standards are maintained and that CBC's viewers and listeners are able to direct serious and unresolved complaints about CBC journalism to an impartial and independent body, the Corporation has an Ombudsman whose mandate it is to ensure that journalists, program heads and managers comply with the CBC's Journalistic Policy.

In 1995-96, CBC's Office of the Ombudsman (English and French Services combined) handled 535 complaints, expressions of concern and other communications. This compares with 628 complaints received in 1994-95 and 304 received in 1993-94. There were 294 files related to CBC English programming and 241 related to CBC French programming.

On the English side, 220 complaints fell within the mandate of the Office of the Ombudsman (information programming); on the French side, 186 complaints fell within the mandate. Communications which did not relate directly to CBC journalistic programming were acknowledged and referred to the appropriate area.

**WHERE TO WRITE**

**English Services**
Office of the Ombudsman
Canadian Broadcasting Corporation
P.O. Box 500, Station "A"
Toronto, Ontario M5W 1E6

**French Services**
Office of the Ombudsman
Maison de Radio-Canada
1400 René-Lévesque Blvd. E.
Montreal, Quebec H3C 3A8

# INTERACTING WITH THE PUBLIC

### *CBC On Internet*

The Internet is increasingly used as an interactive communications tool to inform the public and obtain audience feedback on CBC and its services. The CBC Internet site also provides a forum for sharing thoughts, ideas and opinions.

### *English Television*

Most English Television programs now have Internet e-mail addresses and web pages. Through these channels, the public can suggest story ideas, express criticism, request information, respond to programs, and play games. For example, Internet users may print a coloring book when visiting the children's program *Theodore Tugboat*.

Some programs, such as *Liberty Street*, pre-promoted interactive events where audience members could talk to celebrities or have their questions answered immediately, sometimes on the air.

### *French Television*

The web pages of French Television feature network schedules and the addresses of regional stations. As well, Youth Programming has set up its own site that includes program descriptions, biographical information about hosts and cast members, games and a variety of interactive activities. With respect to information programs, the magazine show *Branché*, which focuses on new technologies, has created a site where users can find additional information. Seven other shows, including *Enjeux*, *Le Point* and *La Facture*, have Internet addresses that welcome viewer comments.

### *English Radio*

English Radio launched its Internet web site last year. As of March 1996, the site was logging over 800,000 "hits" a month. About half of this traffic came from Canada and the other half from countries around the world. Not only is this new technology used for program promotion and audience feedback,



▲ CBC Television's ***Theodore Tugboat***



▲ ***Branché***, CBC French Television [illegible] journalists Jean-Hughes Roy and Richard Brandon, with [illegible] Sophie Lambert

but also for program distribution. Several English Radio programs now offer complete audio or text versions of their contents on the Net. For example, one can listen to daily editions of *World Report* or *Canada at Five* on one's personal computer at any time and anywhere in the world. *Real Time* is heard every week on Internet and listeners can use this technology to participate in the program on air.



◄ Russ Germain, Judy Maddren, co-hosts of CBC Radio & Stereo's ***World Report***, available on Internet

▼ ***Radionet***, CBC French AM Radio: (l.-r.) producer Bruno Guglielminetti and host Claude Bernatchez



### *French Radio*

Internet sites have been created for the French Radio network and regional programs such as the daily national *Radiojournal*, *Radionet* in Edmonton, *Club Sandwich* in Windsor, *Demain la veille* and *CBF Bonjour* produced in Montreal.

### *Newsworld*

Newsworld's site on the Internet contains the weekday and weekend block schedules plus a resumé of daily news items accompanied by a Teachers' Guide.

### *RDI*

RDI has its own Internet site that gives users its broadcast schedule and lists of programs. The following programs can be reached on the Internet: *Le Québec en direct*, *Maisonneuve à l'écoute*, *Au travail*, *Bulletin de santé*, and *Horizons francophones*.

### *Audience Relations*

Since September 1995, CBC English Communications' Website Homepage has allowed for significant and effective audience participation and feedback. Some 50 pieces of Internet correspondence were received per day, and 7,900 Internet queries were received during the same period. On the French side, Communications Services in Montreal replied to 300 letters relayed through the Internet.

**WHERE TO FIND US ON INTERNET AND E-MAIL**
*Partial Listing, as of March 31, 1996*

CBC and SRC Home Pages
http://www.cbc.ca
http://www.src-mtl.com

English Television
http://www.cbc.ca/tv

English Radio
http://www.radio.cbc.ca/radio (Radio)
http://www.radio.cbc.ca/stereo (Stereo)

French Television
http://www.src-mtl.com/src-tv

French Radio
http://www.src-mtl.com/radioam (Radio)
http://www.src-mtl.com/radiofm (Stereo)

Newsworld
http://www.cbc.ca/nw

RDI
http://www.src-mtl.com/rdi

Radio Canada International
http://www.radio.cbc.ca/radio/rci

English Communications
cbcinput@toronto.cbc.ca

French Communications
auditoire@montreal.src.ca

Office of the Ombudsman — English Services
ombudsman@toronto.cbc.ca

Office of the Ombudsman — French Services
ombudsrc@montreal.src.ca

# *Appendix I*

## CBC OWNED AND AFFILIATED STATIONS

*As of March 31, 1996*

| CBC English Television | Channel |
|---|---|
| **NEWFOUNDLAND** | |
| *CBC owned station* | |
| St. John's | CBNT 8 |
| **PRINCE EDWARD ISLAND** | |
| *CBC owned station* | |
| Charlottetown | CBCT 13 |
| **NOVA SCOTIA** | |
| *CBC owned station* | |
| Halifax | CBHT 3 |
| **NEW BRUNSWICK** | |
| *CBC owned station* | |
| Fredericton | CBAT-TV 4 |
| **QUEBEC** | |
| *CBC owned station* | |
| Montreal * | CBMT 6 |
| *Private affiliated station* | |
| Quebec | CKMI-TV 5 |
| **ONTARIO** | |
| *CBC owned stations* | |
| Ottawa * | CBOT 4 |
| Toronto * | CBLT 5 |
| Windsor * | CBET 9 |
| *Private affiliated stations* | |
| Kingston | CKWS-TV 11 |
| North Bay | CHNB-TV 4 |
| Peterborough | CHEX-TV 12 |
| Sault Ste. Marie | CJIC-TV 5 |
| Sudbury | CKNC-TV 9 |
| Thunder Bay | CKPR-TV 2 |
| Timmins | CFCL-TV 6 |

| CBC English Television *(cont'd)* | Channel |
|---|---|
| **MANITOBA** | |
| *CBC owned station* | |
| Winnipeg * | CBWT 6 |
| *Private affiliated station* | |
| Brandon | CKX-TV 5 |
| **SASKATCHEWAN** | |
| *CBC owned station* | |
| Regina * | CBKT 9 |
| *Private affiliated stations* | |
| Prince Albert | CKBI-TV 5 |
| Swift Current | CJFB-TV 5 |
| Yorkton | CKOS-TV 5 |
| **ALBERTA** | |
| *CBC owned stations* | |
| Edmonton * | CBXT 5 |
| Calgary | CBRT-TV 9 |
| *Private affiliated stations* | |
| Lloydminster | CKSA-TV 2 |
| Medicine Hat | CHAT-TV 6 |
| Red Deer | CKRD-TV 6 |
| **BRITISH COLUMBIA** | |
| *CBC owned station* | |
| Vancouver * | CBUT 2 |
| *Private affiliated stations* | |
| Dawson Creek | CJDC-TV 5 |
| Kamloops | CFJC-TV 4 |
| Kelowna | CHBC-TV 2 |
| Prince George | CKPG-TV 2 |
| Terrace | CFTK-TV 3 |
| **NORTHWEST TERRITORIES** | |
| *CBC owned station* | |
| Yellowknife * | CFYK-TV 8 |

** Services to the public in English and French*

## CBC French Television — Channel

NEW BRUNSWICK

*CBC owned station*

Moncton * . . . . . CBAFT 11

QUEBEC

*CBC owned stations*

Montreal * . . . . . CBFT 2
Quebec * . . . . . CBVT 11

*Private affiliated stations*

Jonquière . . . . . CKRS-TV 12
Rivière-du-Loup . . . . . CKRT-TV 7
Rouyn . . . . . CKRN-TV 4
Sherbrooke . . . . . CKSH-TV 9
Trois-Rivières . . . . . CKTM-TV 13

ONTARIO

*CBC owned station*

Ottawa * . . . . . CBOFT 9

MANITOBA

*CBC owned station*

Winnipeg * . . . . . CBWFT 3

SASKATCHEWAN

*CBC owned station*

Regina * . . . . . CBKFT 13

ALBERTA

*CBC owned station*

Edmonton * . . . . . CBXFT 11

BRITISH COLUMBIA

*CBC owned station*

Vancouver * . . . . . CBUFT 26

## CBC English Radio — Frequency

NEWFOUNDLAND

*CBC owned stations*

Corner Brook . . . . . CBY 990 KHZ
Gander . . . . . CBG 1400 KHZ
Goose Bay . . . . . CFGB-FM 89.5 MHZ
Grand Falls . . . . . CBT 540 KHZ
St. John's . . . . . CBN 640 KHZ

PRINCE EDWARD ISLAND

*CBC owned station*

Charlottetown . . . . . CBCT-FM 96.1 MHZ

NOVA SCOTIA

*CBC owned stations*

Halifax . . . . . CBHA-FM 90.5 MHZ
Sydney . . . . . CBI 1140 KHZ

NEW BRUNSWICK

*CBC owned stations*

Fredericton . . . . . CBZ 970 KHZ
Fredericton/Saint John . . . . . CBD-FM 91.3 MHZ
Moncton * . . . . . CBA 1070 KHZ

*Private affiliated station*

Woodstock . . . . . CJCJ 920 KHZ

QUEBEC

*CBC owned stations*

Montreal * . . . . . CBM 940 KHZ
Quebec * . . . . . CBVE-FM 104.7 MHZ

ONTARIO

*CBC owned stations*

Ottawa * . . . . . CBO-FM 91.5 MHZ
Sudbury * . . . . . CBCS-FM 99.9 MHZ
Thunder Bay * . . . . . CBQT-FM 88.3 MHZ
Toronto * . . . . . CBL 740 KHZ
Windsor * . . . . . CBE 1550 KHZ

*Private affiliated stations*

Kirkland Lake[1] . . . . . CJKL 560 KHZ
New Liskeard . . . . . CJTT 1230 KHZ

[1] *Replaced by an owned and operated rebroadcaster in March 1996*

* *Services to the public in English and French*

## CBC English Radio *(cont'd)* — Frequency

MANITOBA

*CBC owned stations*

- Thompson . . . . . CBWK-FM100.9 MHZ
- Winnipeg * . . . . . CBW 990 KHZ

SASKATCHEWAN

*CBC owned stations*

- La Ronge . . . . . CBKA-FM 105.9 MHZ
- Regina * . . . . . CBK 540 KHZ

ALBERTA

*CBC owned stations*

- Calgary * . . . . . CBR 1010 KHZ
- Edmonton * . . . . . CBX 740 KHZ

BRITISH COLUMBIA

*CBC owned stations*

- Kelowna . . . . . CBTK-FM 88.9 MHZ
- Prince George . . . . . CBYG-FM 91.5 MHZ
- Prince Rupert . . . . . CFPR 860 KHZ
- Vancouver * . . . . . CBU 690 KHZ

*Private affiliated station*

- Powell River . . . . . CHQB 1280 KHZ

YUKON

*CBC owned station*

- Whitehorse * . . . . . CFWH 570 KHZ

NORTHWEST TERRITORIES

*CBC owned stations*

- Inuvik . . . . . CHAK 860 KHZ
- Iqaluit . . . . . CFFB 1230 KHZ
- Rankin Inlet . . . . . CBQR-FM 105.1 MHZ
- Yellowknife . . . . . CFYK 1340 KHZ

## CBC French Radio — Frequency

NOVA SCOTIA

*CBC owned station*

- Halifax * . . . . . CBAF-FM-5 92.3 MHZ

NEW BRUNSWICK

*CBC owned station*

- Moncton * . . . . . CBAF-FM 88.5 MHZ

## CBC French Radio *(cont'd)* — Frequency

QUEBEC

*CBC owned stations*

- Chicoutimi * . . . . . CBJ 1580 KHZ
- Matane * . . . . . CBGA 1250 KHZ
- Montreal * . . . . . CBF 690 KHZ
- Quebec * . . . . . CBV 980 KHZ
- Rimouski * . . . . . CJBR 900 KHZ
- Sept-Îles * . . . . . CBSI-FM 98.1 MHZ

*Private affiliated stations*

- La Tuque . . . . . CFLM 1240 KHZ
- Rouyn-Noranda . . . . . CHLM-FM 90.7 MHZ
- Ville-Marie . . . . . CKVM 710 KHZ

ONTARIO

*CBC owned stations*

- Ottawa * . . . . . CBOF-FM 90.7 MHZ
- Sudbury * . . . . . CBON-FM 98.1 MHZ
- Toronto * . . . . . CJBC 860 KHZ
- Windsor * . . . . . CBEF 540 KHZ

MANITOBA

*CBC owned station*

- St. Boniface . . . . . CKSB 1050 KHZ

SASKATCHEWAN

*CBC owned station*

- Regina * . . . . . CBKF-FM 97.7 MHZ

ALBERTA

*CBC owned station*

- Edmonton * . . . . . CHFA 680 KHZ

BRITISH COLUMBIA

*CBC owned station*

- Vancouver * . . . . . CBUF-FM 97.7 MHZ

## CBC English FM Radio

NEWFOUNDLAND

*CBC owned station*

- St. John's . . . . . CBN-FM 106.9 MHZ

NOVA SCOTIA

*CBC owned station*

- Halifax * . . . . . CBH-FM 102.7 MHZ

QUEBEC

*CBC owned station*

- Montreal * . . . . . CBM-FM 93.5 MHZ

** Services to the public in English and French*

## CBC English FM Radio *(cont'd)*

ONTARIO
*CBC owned stations*
Ottawa * . . . . . CBOQ-FM 103.3 MHZ
Toronto * . . . . . CBL-FM 94.1 MHZ

MANITOBA
*CBC owned station*
Winnipeg * . . . . . CBW-FM 98.3 MHZ

SASKATCHEWAN
*CBC owned station*
Regina * . . . . . CBK-FM 96.9 MHZ

ALBERTA
*CBC owned stations*
Calgary * . . . . . CBR-FM 102.1 MHZ
Edmonton * . . . . . CBX-FM 90.9 MHZ

BRITISH COLUMBIA
*CBC owned station*
Vancouver * . . . . . CBU-FM 105.7 MHZ

## CBC French FM Radio

NEW BRUNSWICK
*CBC owned station*
Moncton * . . CBAL-FM 98.3 MHZ

QUEBEC
*CBC owned stations*
Chicoutimi * . . .CBJ-FM 100.9 MHZ
Montreal * . . .CBF-FM 100.7 MHZ
Quebec * CBV-FM 95.3 MHZ
Rimouski * .CJBR-FM 101.5 MHZ

ONTARIO
*CBC owned stations*
Ottawa * CBOX-FM 102.5 MHZ
Toronto * . . .CJBC-FM 90.3 MHZ

## TOTAL STATIONS AND REBROADCASTERS

*as of March 31, 1996*

| | TELEVISION NETWORKS | | | RADIO NETWORKS | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | English | | French | | | |
| | English | French | Total TV | AM/FM mono | FM Stereo | AM/FM mono | FM Stereo | Total radio | *Grand total* |
| CBC-owned stations | 14 | 8 | 22 | 34 | 10 | 16 | 7 | 67 | *89* |
| CBC rebroadcasters | 440 | 173 | 613 | 377 | 15 | 153 | 2 | 547 | *1,160* |
| Private affiliated stations | 20 | 5 | 25 | 3 | — | 3 | — | 6 | *31* |
| Private affiliated rebroadcasters | 48 | 13 | 61 | 3 | — | 2 | — | 5 | *66* |
| Community owned stations | — | — | — | 1 | 1 | — | — | 2 | *2* |
| Community owned rebroadcasters | 146 | 14 | 160 | 49 | 7 | 8 | — | 64 | *224* |
| ***TOTAL*** | ***668*** | ***213*** | ***881*** | ***467*** | ***33*** | ***182*** | ***9*** | ***691*** | *1,572* |

* *Services to the public in English and French*

# Appendix II

## SENIOR OFFICERS OF THE CBC

*As of March 31, 1996*

*President and Chief Executive Officer*
Hon. Perrin Beatty, P.C.

*Senior Vice-President, Media*
(vacant)

*Senior Vice-President, Resources*
Louise Tremblay

*Vice-President/Senior Advisor, Office of the President*
Michael McEwen

*Vice-President, English Television Services*
Jim Byrd

*Vice-President, French Television Services*
Michèle Fortin

*Vice-President, English Radio*
Harold Redekopp

*Vice-President, French Radio*
Marcel Pépin

*Vice-President, Human Resources*
Michael McEwen (interim)

*Vice-President, General Counsel and Corporate Secretary*
Gerald Flaherty, Q.C.

*Vice-President, Internal Audit*
Robert Hertzog



95
96

# FINANCIAL REPORT

# FINANCIAL OVERVIEW

## *Foreword*

As of April 1, 1998, the Corporation's funding will be reduced by an estimate of $414 million over 1994/95 levels. This can be broken down as follows:

| | YEARLY FUNDING REDUCTIONS * | | | | |
|---|---|---|---|---|---|
| | **1995/96** | 1996/97 | 1997/98 | 1998/99 | ***Total*** |
| | | | *(in millions of dollars)* | | |
| Federal budget reductions: | | | | | |
| • April 1993 | — | (50) | (50) | — | ***(100)*** |
| • February 1995 (Program Review I) | **(44)** | (53) | (68) | — | ***(165)*** |
| • March 1996 (Program Review II) | — | — | — | (29) | ***(29)*** |
| • Discontinuation of RCI funding | **(7)** | — | (8) | — | ***(15)*** |
| Structural shortfall | **(40)** | — | — | — | ***(40)*** |
| Net unfunded inflation and unavoidable cost increases (municipal taxes, etc.) | **(10)** | (10) | (10) | — | ***(30)*** |
| Potential commercial revenue loss | — | (30) | (5) | — | ***(35)*** |
| ***Annual Incremental Reduction*** | ***(101)*** | ***(143)*** | ***(141)*** | ***(29)*** | ***(414)*** |

* *effective April 1st of each fiscal year*

The structural shortfall indicated above is the cumulative result of government funding reductions, unfunded inflation, and unavoidable new cost increases prior to 1995/96, which were managed by the Corporation through one-time measures. These temporary measures are no longer available, and the Corporation must now adjust its operations to the reduced funding levels.

The continued fragmentation of the television audiences, including the impact of the introduction of new specialty services, is expected to have an adverse effect on our commercial revenues.

The CBC has reviewed its activities over the past year to identify cost reduction measures to cope with this financial shortfall. This review focused on efficiencies while endeavouring to protect programming services. As a result, the Corporation approved reduction plans which will yield $227 million in operating savings and $35 million in capital spending reductions by April 1, 1998. The CBC is currently considering further options to manage the $152 million balance of this shortfall. The Corporation's senior management and Board of Directors will finalize the additional cost and service reductions over the coming months, for implementation beginning April 1, 1997, by which time the majority of the $414 million reduction must be managed.

The total cost of implementing this $414 million reduction is estimated to be $279 million. Although assistance of $106 million has been received from the federal government, and further downsizing assistance is being sought, any unfunded balance will necessitate additional reduction to operations.

## *Sources of Funds*

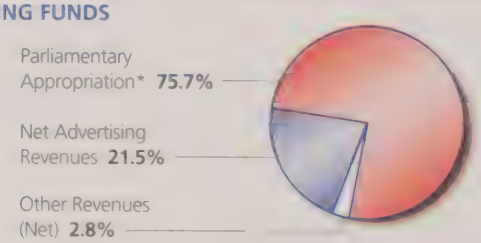
Although the Corporation's overall sources of funds increased by $15.2 million, or 1.2%, over last year, this was the result of a $45 million transfer from capital funds to give flexibility in managing the reduction in government funding announced on February 27, 1995, to take effect April 1, 1995.

Without this capital transfer, total sources of operating funds would have declined by $29.8 million, or 2.4%, over the previous year.

**SOURCES OF FUNDS**

| | 1995/96 | 1994/95 | $ Change | % Change |
|---|---|---|---|---|
| | | *(in thousands of dollars)* | | |
| Parliamentary operating appropriation<br>*The net operating appropriation decreased due to a $44 million reduction in government funding, slightly offset by $11 million in funds relating to unavoidable costs and government mandated increases in expense.* | 918,229 | 951,358 | (33,129) | (3.5) |
| Transfer from the capital appropriation<br>*With little more than a month to cope with the $44 million funding reduction, the Corporation implemented a freeze on capital expenditures, and transferred $45 million in capital funds to supplement the operating appropriation, while it planned for permanent reductions.* | 45,000 | N/A | 45,000 | N/A |
| Other net sources of revenues (Note 4): | | | | |
| Net advertising revenues – Main service<br>*This increase primarily relates to the appeal of the enriched programming schedule for French Television.* | 261,467 | 255,010 | 6,457 | 2.5 |
| Miscellaneous revenues – Main service<br>*These revenues vary with specific events, such as the rental of facilities. Cash proceeds from a court settlement account for the increase.* | 39,537 | 35,662 | 3,875 | 10.9 |
| Net incremental specialty services<br>*Previous years' surplus carryforwards are accumulated to fund current year activities.* | (1,049) | (21) | (1,028) | N/A |
| Program sales net revenues<br>*Although gross program sales to outside broadcasters increased, profit margins are more dependent upon the programming mix.* | 1,555 | 3,152 | (1,597) | (50.7) |
| Radio Canada International net loss<br>*The recoveries from the Federal Government for RCI have decreased from last year.* | (6,368) | (2,010) | (4,358) | 216.8 |
| Total other net sources of revenues | 295,142 | 291,793 | 3,349 | 1.1 |
| ***Sources of Funds*** | ***1,258,371*** | *1,243,151* | *15,220* | *1.2* |

**1995/96 SOURCES OF OPERATING FUNDS**




* *Excludes the one-time transfer of $45 million from the capital appropriation*

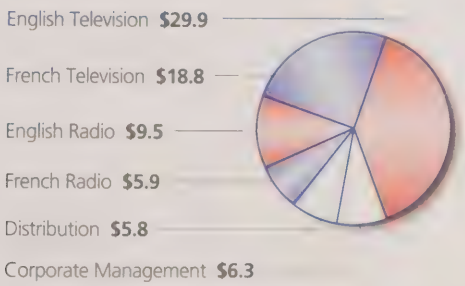
## *Application of Funds*

Operating expenditures requiring current operating funds, excluding contributions to the CBC Pension Plan and sports rights, were reduced by $76.2 million, or 6.6%, over the previous year.

**APPLICATION OF FUNDS**

| | 1995/96 | 1994/95 | $ Change | % Change |
|---|---|---|---|---|
| | | *(in thousands of dollars)* | | |
| **Items requiring current operating funds:** | | | | |
| Operating expenditures, excluding CBC Pension Plan contributions and sports rights<br>*Overall, expenditures for the main service have been reduced through re-engineering and streamlining of administrative and support activities.* | 1,083,299 | 1,159,498 | (76,199) | (6.6) |
| CBC Pension Plan contributions<br>*The CBC Pension contribution holiday ended during the 1994/95 fourth quarter.* | 28,612 | 4,630 | 23,982 | N/A |
| Sports rights<br>*Rights for hockey increased over last year as a result of the NHL lockout in 1994/95, and due to the impact of a new rights agreement.* | 74,752 | 48,962 | 25,790 | 52.7 |
| **Items not requiring current operating funds (see Note 3b)**<br>*This change is primarily attributable to a decrease in the liability for employee termination benefits and vacation pay, as a result of workforce reduction.* | 128,994 | 183,848 | (54,854) | (29.8) |
| ***Total Expenses, Before Downsizing and Taxes***<br>*Overall, the Corporation has reduced expenditures by 5.8%, over last year.* | ***1,315,657*** | *1,396,938* | *(81,281)* | *(5.8)* |

**$76.2 MILLION REDUCTION IN OPERATING EXPENDITURES***
*(in millions of $)*

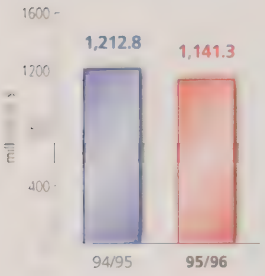



* *Excluding CBC Pension Plan contributions and sports rights expenses*

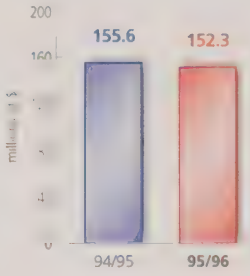
### *Operating Expense*

The Corporation's total operating expenditures, excluding downsizing costs and taxes, decreased by $81.3 million, or 5.8%, over last year.

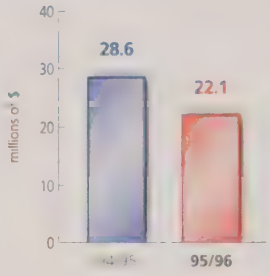
**TELEVISION AND RADIO PROGRAMMING**



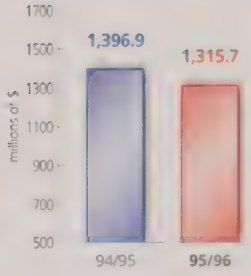

**DISTRIBUTION OF TV AND RADIO**




**CORPORATE MANAGEMENT**




**TOTAL — EXCLUDING DOWNSIZING AND TAXES**




This decrease in expenditures results primarily from the re-engineering and streamlining of administrative and support activities in television and radio, the significant reduction and redefinition of the role of the corporate head office, and a decline in the allowance for future severance and vacation pay expenses due to the workforce reduction. These decreases are offset somewhat by: the resumption of the Corporation's contributions to the Pension Plan after taking a contribution holiday for most of 1994/95; and an increase in sports rights expense, mostly as a result of the NHL lockout, which resulted in reduced costs in 1994/95 and the shifting of additional costs into the first quarter of 1995/96. A new hockey rights agreement also contributed to the increase in costs.

Included in the distribution of our television and radio services are satellite and terrestrial line costs, transmitter maintenance, and studio presentation. Many of these costs are not variable in the short-term, as such costs relate to rates set by regulatory bodies or to contracts negotiated over the long-term. In addition, the transmitter sites and facilities are not mutually exclusive, but are often shared by the various programming services.

**TOTAL EXPENSES BEFORE DOWNSIZING AND TAXES**

| | 1994/95 | **1995/96** | $ Change | % Change |
|---|---|---|---|---|
| | | *(in thousands of dollars)* | | |
| Television and radio programming activities | 1,212,753 | **1,141,264** | (71,489) | (5.9) |
| Distribution of television and radio services | 155,560 | **152,308** | (3,252) | (2.1) |
| Corporate management | 28,625 | **22,085** | (6,540) | (22.8) |
| ***Total*** | *1,396,938* | ***1,315,657*** | *(81,281)* | *(5.8)* |

**DOWNSIZING AND TAX EXPENSE**

| | 1994/95 | 1995/96 | $ Change |
|---|---|---|---|
| | *(in thousands of dollars)* | | |
| Net downsizing expense | 37,274 | 99,476 | 62,202 |
| Income and large corporations taxes | 2,656 | 3,041 | 385 |

### *Downsizing Programs*

As detailed in the *Foreword*, the Corporation must manage a total projected funding shortfall which is now estimated to reach $414 million by April 1, 1998. Accordingly, measures are being implemented to achieve the required reductions. In order to manage this shortfall, and since two-thirds of the Corporation's spending is salary related, the CBC's workforce will be decreased substantially over the next two years. To facilitate this, a voluntary separation program was introduced.

The current year charge for this downsizing program amounts to $205.5 million. This includes a charge of $94.9 million for a "pension plan curtailment" (see note 5), which does not require current operating funds, but will be included in future pension contributions by the Corporation. When government funding assistance of $106 million is applied against these costs, the net downsizing expense for the year becomes $99.5 million.

On a government funding basis, downsizing costs are estimated at $279 million and will be charged to operations as follows: $56.3 million in 1994/95, $169 million in 1995/96, and $53.7 in future years.

### *Income and Large Corporations Taxes*

This year, for the first time, the Corporation finds itself in a position where it must pay income tax, and therefore will report a current income tax expense of $18.9 million. This tax liability is mainly attributable to the timing difference in the recognition of severance costs for tax purposes, and is therefore offset by a matching deferred tax amount. The Large Corporations Tax for 1995/96 of $3 million represents a minor increase over last year's $2.7 million.

### *Balance Sheet Items*

The increase in the total level of current assets over the previous year is primarily related to cash funds required to cover severance costs associated with the downsizing program, to be paid out in 1996/97. The other major increase is in prepaid items, and relates to the purchase of rights for the Atlanta Olympics.

The increase in current liabilities relates mainly to accounts payable and accrued liabilities for program rights and costs relating to the Corporation's downsizing and restructuring activities.

Long-term liabilities increased mainly due to additional pension liabilities related to the significant reduction in CBC's workforce.

### *Statement of Proprietor's Equity*

Capital expenditures were restrained in 1995/96. An amount of $45 million was diverted from capital projects to provide some flexibility in handling the federal government's additional cut to operating funding effective April 1, 1995, as announced on February 27, 1995.

## *Management's Responsibility for the Financial Statements*

The financial statements and all other information presented in the annual report are the responsibility of management and have been reviewed and approved by the Board of Directors of the Corporation. These financial statements, which include amounts based on management's best estimates as determined through experience and judgement, have been properly prepared within reasonable limits of materiality and are in accordance with generally accepted accounting principles.

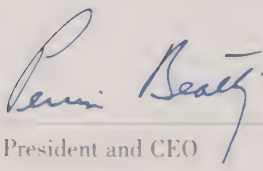
Management of the Corporation maintains books of account, records, financial and management control, and information systems, which are designed for the provision of reliable and accurate financial information on a timely basis. These controls provide reasonable assurance that assets are safeguarded, that resources are managed economically and efficiently in the attainment of corporate objectives, that operations are carried out effectively and that transactions are in accordance with the Broadcasting Act and the by-laws of the Corporation.

The Corporation's Internal Auditor has the responsibility for assessing the Corporation's systems, procedures and practices. The Auditor General of Canada conducts an independent audit of the annual financial statements and reports on his audit to the Canadian Broadcasting Corporation and the Minister Designate of Canadian Heritage.

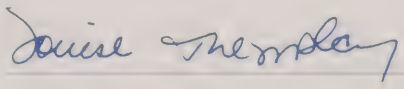
The Board of Directors' Audit Committee, which consists of four members, none of whom is an officer of the Corporation, reviews and advises the Board on the financial statements and the Auditor General's report thereto. The Audit Committee oversees the activities of Internal Audit and meets with management, the Internal Auditor and the Auditor General on a regular basis to discuss the financial reporting process as well as auditing, accounting and reporting issues.

Ottawa, Canada

June 14, 1996



President and CEO



Senior Vice-President,
Resources

## *Auditor's Report*

To the Board of Directors of the Canadian Broadcasting Corporation
and the Minister Designate of Canadian Heritage

I have audited the balance sheet of the Canadian Broadcasting Corporation as at March 31, 1996 and the statements of operations and reconciliation to government funding, proprietor's equity account and cash flow for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 1996 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles. As required by the Broadcasting Act, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Corporation that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part III of the Broadcasting Act and the by-laws of the Corporation.



Wm. F. Radburn, FCA
Assistant Auditor General
for the Auditor General of Canada

Ottawa, Canada
June 14, 1996

## STATEMENT OF OPERATIONS AND RECONCILIATION TO GOVERNMENT FUNDING

*For the year ended March 31, 1996*

| | 1996 | 1995 |
|---|---|---|
| | *(thousands of dollars)* | |
| **Revenue** | | |
| Parliamentary operating appropriation (Note 3a) | 918,229 | 951,358 |
| Transfer from capital appropriation (Note 3a) | 45,000 | — |
| Other revenue, net (Note 4) | 295,142 | 291,793 |
| | ***1,258,371*** | ***1,243,151*** |
| **Expense** | | |
| Television and radio programming activities | 1,141,264 | 1,212,753 |
| Distribution of television and radio services | 152,308 | 155,560 |
| Corporate management | 22,085 | 28,625 |
| *Total expense before downsizing expense and taxes* | ***1,315,657*** | ***1,396,938*** |
| Net operating loss before downsizing expense and taxes | (57,286) | (153,787) |
| Downsizing program (Note 5) | 205,501 | 37,274 |
| Parliamentary appropriation for downsizing program (Note 3a) | (106,025) | — |
| Net downsizing expense | 99,476 | 37,274 |
| *Total expense before taxes* | ***1,415,133*** | ***1,434,212*** |
| Net operating loss before taxes | (156,762) | (191,061) |
| Provision for income and large corporations taxes (Note 6) | | |
| Current | 21,899 | 2,656 |
| Deferred | (18,858) | — |
| | ***3,041*** | ***2,656*** |
| *Net operating loss for the year* | ***(159,803)*** | ***(193,717)*** |
| Reconciliation to government funding basis: | | |
| Deduct: Net items not requiring current operating funds (Note 3b) | 153,018 | 172,086 |
| *Operating fund deficit for the year* | ***(6,785)*** | ***(21,631)*** |
| Operating fund surplus, beginning of year | 356 | 21,987 |
| ***Operating fund (deficit) surplus, end of year*** | ***(6,429)*** | ***356*** |

*The accompanying notes form an integral part of the financial statements.*

## BALANCE SHEET

*As at March 31, 1996*

| | 1996 | 1995 |
|---|---|---|
| | *(thousands of dollars)* | |
| **Assets** | | |
| **Current** | | |
| Cash and short-term investments | 181,055 | 58,608 |
| Accounts receivable | 108,620 | 103,392 |
| Programs completed, in process of production or available for sale | 77,849 | 76,965 |
| Prepaid film and script rights and other expenses | 61,369 | 57,580 |
| Deferred income tax | 18,858 | — |
| | ***447,751*** | ***296,545*** |
| Capital assets (Note 7) | 1,219,056 | 1,279,489 |
| Deferred charges and goodwill (Note 8) | 28,987 | 36,011 |
| Other assets | 882 | 915 |
| | ***1,248,925*** | ***1,316,415*** |
| | ***1,696,676*** | ***1,612,960*** |
| **Liabilities** | | |
| **Current** | | |
| Accounts payable and accrued liabilities | 191,579 | 176,396 |
| Accrued vacation pay | 37,730 | 54,272 |
| Employee termination benefits | 153,293 | 36,074 |
| Accrued interest on capital lease (Note 11) | 14,193 | 15,577 |
| | ***396,795*** | ***282,319*** |
| **Long-term** | | |
| Employee termination benefits | 66,684 | 104,093 |
| Deferred pension liability (Note 10) | 155,314 | 69,932 |
| Obligations under capital leases (Note 11) | 397,672 | 418,017 |
| | ***619,670*** | ***592,042*** |
| **Proprietor's Equity** | | |
| Proprietor's equity account | 680,211 | 738,599 |
| | ***1,696,676*** | ***1,612,960*** |

*The accompanying notes form an integral part of the financial statements.*

Approved on behalf of the Board of Directors:

Senior Vice-President, Resources

Director

Director

## STATEMENT OF PROPRIETOR'S EQUITY ACCOUNT

*For the year ended March 31, 1996*

| | 1996 | 1995 |
|---|---|---|
| | *(thousands of dollars)* | |
| **Balance, beginning of year** | 738,599 | 756,822 |
| **Add (deduct):** | | |
| Parliamentary appropriations (Note 3a) | | |
| For capital fund | 97,415 | 138,494 |
| For working capital fund | 4,000 | 4,000 |
| Transfer of advances to equity | — | 33,000 |
| Net operating loss for the year | (159,803) | (193,717) |
| ***Balance, end of year*** | ***680,211*** | ***738,599*** |

*The accompanying notes form an integral part of the financial statements.*

## STATEMENT OF CASH FLOW

*For the year ended March 31, 1996*

| | 1996 | 1995 |
|---|---|---|
| | *(thousands of dollars)* | |
| **Operating Activities** | | |
| Net operating loss for the year | (159,803) | (193,717) |
| Gain (loss) on disposal of capital assets | (2,611) | 1,924 |
| Items not involving cash | | |
| Amortization of capital assets | 137,411 | 123,600 |
| Write down of investment | — | 1,805 |
| Amortization of deferred charge and goodwill | 7,418 | 1,527 |
| Employee termination benefits | (37,409) | (9,496) |
| Deferred pension contribution | 85,382 | 42,220 |
| Net change in working capital balances excluding cash and short-term investments (Note 12) | 85,719 | 77,888 |
| | ***116,107*** | ***45,751*** |
| **Financing Activities** | | |
| Parliamentary appropriations (Note 3a) | | |
| For capital fund | 97,415 | 138,494 |
| For working capital fund | 4,000 | 4,000 |
| Proceeds on disposal of capital assets and investment/financing from other organizations | 4,560 | 5,392 |
| Capital lease obligations assumed | — | 2,403 |
| | ***105,975*** | ***150,289*** |
| **Investing Activities** | | |
| Acquisition of capital assets | (81,438) | (135,036) |
| Capital portion of lease payments | (17,836) | (46) |
| Building and equipment acquired under capital lease | — | (2,403) |
| Acquisition of broadcast undertaking | — | (10,500) |
| Deferred charges | (394) | (26,022) |
| Other assets | 33 | (820) |
| | ***(99,635)*** | ***(174,827)*** |
| Increase in cash and short-term investments | 122,447 | 21,213 |
| Cash and short-term investments, beginning of year | 58,608 | 37,395 |
| ***Cash and short-term investments, end of year*** | ***181,055*** | ***58,608*** |

*The accompanying notes form an integral part of the financial statements.*

# NOTES TO FINANCIAL STATEMENTS

*for the year ended March 31, 1996*

## 1. *Authority and Objective*

The Canadian Broadcasting Corporation was first established by the 1936 Canadian Broadcasting Act and continued by the 1958, 1968 and 1991 Broadcasting Acts. The Corporation is an agent of Her Majesty and all property acquired by the Corporation is the property of Her Majesty.

As the national public broadcaster, the Canadian Broadcasting Corporation provides radio and television services in both official languages incorporating predominantly and distinctively Canadian programs to reflect Canada and its regions to national and regional audiences.

## 2. *Significant Accounting Policies*

**a. Basis of Presentation**
The financial statements include the accounts of the Corporation and its proportionate share of the assets, liabilities, revenues and expenses relating to joint venture activities.

**b. Parliamentary Appropriations**
The Corporation is mainly financed by the Government of Canada. Parliamentary appropriations are provided for operating expenditures and are recorded as income. Parliamentary appropriations for capital and working capital funds are credited to Proprietor's Equity Account.

**c. Programs Completed and in Process of Production, or Available for Sale**
Programs completed and in process of production, or available for sale are stated at cost. Cost includes the cost of materials and services, and the share of labour and overhead expenses applicable to programs. Program costs are charged to operations as the programs are broadcast or deemed unusable, or are sold.

**d. Film and Script Rights**
The Corporation enters into contracts for film broadcasting rights. As payments are made under the terms of each contract they are reflected in the accounts as prepaid film rights. The film rights are charged to operations as the films are broadcast or deemed unusable.

**e. Short-term Investments**
Short-term investments which include bank deposits, notes and treasury bills are valued at cost which approximates market value.

**f. Capital Assets**
Capital assets are recorded at cost. The cost of assets constructed by the Corporation includes material, engineering services, direct labour and related overhead. Assets recorded as capital leases are initially recorded at the present value of the minimum lease payments at the inception of the lease. Amortization is calculated on the straight-line method using rates based on the estimated useful life of the assets as follows:

- Buildings ..... 33 years
- Technical equipment
  - Transmitters and towers .. 20 years
  - Other ..... 10 years
- Furnishings and office equipment ..... 10 years
- Computers ..... 5 years
- Automotive ..... 5 years

Leasehold improvements are capitalized and amortized over the remaining term of the respective leases to a maximum period of five years. Amounts included in uncompleted capital projects are transferred to the appropriate capital asset classification upon completion, and are then amortized according to the Corporation's policy.

**g. Deferred Charges and Goodwill**
Deferred costs incurred in the development of specialty channels and goodwill arising from the acquisition of broadcast undertakings are amortized over seven years based on a normal license period. Deferred costs incurred by joint ventures are amortized over a period of five years. Other costs are amortized over the period of the respective agreements.

Goodwill resulting from the purchase of a broadcast undertaking is stated at cost. When the goodwill declines below its carrying value, and the decline is considered to be permanent, it is written down as a charge against income.

**h. Pension Cost and Obligation**
The Corporation provides pensions based on length of service and final average earnings as classified under defined benefit retirement pension arrangements.

The cost of pension benefits earned by employees is determined using the projected benefit method of actuarial valuation with projected salary increases where appropriate, pro-rated on services and charged to operations as services are rendered. This cost reflects management's best estimate of the pension fund's expected investment yields, and of salary escalations, mortality of members, terminations and ages at which members will retire. The surplus on the introduction of this accounting policy, adjustments arising from plan amendments, experience gains and losses and changes in assumptions are amortized over the estimated average remaining service life of the employee group.

The difference between the accumulated pension expense and the employer's contributions to the Pension Fund is reflected in the balance sheet as a long-term deferred charge or deferred pension liability as the case may be.

**i. Other Post-employment Benefits**
In addition to pension benefits, the Corporation provides life insurance benefits to its retired employees. The costs related to this benefit are expensed as incurred by the Corporation during the post-retirement period.

**j. Employee Termination Benefits and Vacation Pay**
Employee termination benefits and vacation pay are expensed as the benefits accrue to employees under their respective terms of employment.

Termination benefits are calculated on an actuarial basis taking into account the future expected payments, the probabilities of payment and discount to the valuation date. The present value of the projected cost is recorded as a liability.

Vacation pay is valued at cost calculated at salary levels in effect at the end of the year for all unused vacation pay benefits accruing to employees.

## 3. Parliamentary Appropriations

**a.** Parliamentary appropriations approved and the payments received by the Corporation during the year are as follows:

| | 1996 | 1995 |
|---|---|---|
| | *(thousands of dollars)* | |
| **Appropriations for:** | | |
| Operating Fund | | |
| Annual Operating Fund | 918,229 | 951,358 |
| Transfer from Capital Fund | 45,000 | — |
| | ***963,229*** | ***951,358*** |
| Funding for downsizing program[1] | 106,025 | — |
| Capital Fund | 142,415 | 138,494 |
| Less: transfer to Operating Fund | 45,000 | — |
| | ***97,415*** | ***138,494*** |
| Working Capital Fund | 4,000 | 4,000 |
| Transfer of government advances to equity | — | 33,000 |

[1] *Of this amount, a total of $50 million was received in the form of repayable advance which will be recovered from future appropriations, with interest, starting in 1998/99 on an annual basis until 2009/10.*

**b.** The Corporation receives a significant portion of its funding through parliamentary appropriation and therefore manages its operations on a government funding basis. The actual expenditures requiring current operating funds are the essential measure of the Corporation's financial operating requirements for the year.

The following summarizes the reconciling items not requiring or generating current operating funds.

Of the items mentioned, $6.3 million (1995 – $7.3 million) relates to items not requiring current operating funds included in other net revenue, $129.0 million (1995 – $183.8 million) relates to items not requiring current operating funds before downsizing expense and taxes, and $36.5 million (1995 – $19.1 million credit) relates to downsizing programs.

| | 1996 | 1995 |
|---|---|---|
| | *(thousands of dollars)* | |
| Amortization of Capital Assets | 137,411 | 123,600 |
| Goodwill and other | 5,108 | 1,346 |
| Capital related items | (2,611) | 1,924 |
| Interest expense on capital lease | 14,193 | 15,577 |
| Write-down of investment | — | 1,805 |
| Employee termination benefits and vacation pay | (53,951) | (13,124) |
| Income taxes | (18,837) | 22 |
| Deferred pension contribution | 85,382 | 42,220 |
| Program inventory costs | 1,900 | 16,061 |
| | ***168,595*** | ***189,431*** |
| Deduct net items not included in the statement of operations requiring current operating funds | 15,577 | 17,345 |
| | ***153,018*** | ***172,086*** |

## 4. Other Revenue, Net

These consist of the following items:

| | 1996 | | | 1995 | | |
|---|---|---|---|---|---|---|
| | Revenue | Expense | Net | Revenue | Expense | Net |
| | | | (thousands of dollars) | | | |
| Advertising | 305,508 | 44,041 | 261,467 | 296,774 | 41,764 | 255,010 |
| Specialty Services — | | | | | | |
| CBC Newsworld | 51,173 | 51,814 | (641) | 52,676 | 53,117 | (441) |
| Réseau de l'information (RDI) | 27,500 | 27,908 | (408) | 6,323 | 5,903 | 420 |
| Program sales | 13,598 | 12,043 | 1,555 | 12,016 | 8,864 | 3,152 |
| RCI | 10,080 | 16,448 | (6,368) | 16,357 | 18,367 | (2,010) |
| Miscellaneous | 56,321 | 16,784 | 39,537 | 42,297 | 6,635 | 35,662 |
| ***Total*** | ***464,180*** | ***169,038*** | ***295,142*** | *426,443* | *134,650* | *291,793* |

**Specialty Services — CBC Newsworld and RDI**

The Corporation operates CBC Newsworld and RDI under license conditions that the operations be reported on an incremental cost/revenue basis. In compliance with the license conditions, the Corporation will report the above results for 1996, and has reported the results for 1995, to the Canadian Radio-television and Telecommunications Commission.

As at March 31, 1996, the cumulative net operating surpluses carried forward to fund CBC Newsworld's future years' activities totalled $0.6 million (1995 – $1.2 million) and for RDI, twelve thousand dollars (1995 – $0.4 million). These activities are an integral part of the operations of the Corporation.

**RCI**

RCI is operated under agreement with the Minister of Foreign Affairs. In 1994/95 the direct costs for the service were fully recovered by the Corporation. For 1995/96, the Corporation agreed to operate the service while receiving substantially less funding.

## 5. Downsizing Program

During the year, the Corporation accelerated its cost reduction efforts and embarked upon a major downsizing program to address the impact of the budget cuts announced by the Government of Canada.

The downsizing program will result in the departure of employees through incentive programs and lay-offs.

Management's best estimate of the costs associated with the downsizing program is as follows:

| | 1996 | 1995 |
|---|---|---|
| | (thousands of dollars) | |
| Employee termination and special benefits | 99,350 | 33,274 |
| Pension Expense [2] | 94,909 | 4,000 |
| Outplacements, transfer and removal, other | 11,242 | — |
| | *205,501* | *37,274* |
| Reconciliation to government funding basis | | |
| Add: Unfunded expenses recorded annually as part of normal operations, in previous years [1] | 57,547 | 23,051 |
| Less: Pension expense [2] | (94,909) | (4,000) |
| ***Expenses on a government funding basis*** | ***168,139*** | *56,325* |

[1] *Employee termination benefits and vacation pay expensed annually as benefits accrued to employees under their respective terms of employment.*

[2] *The pension expense reflects the effect of the major workforce reduction, resulting from the implementation of the downsizing program, on the Corporation's pension costs and obligations.*

Other downsizing costs which could not be reasonably estimated will be recorded as incurred. In its March 1996 budget, the Government of Canada announced a further reduction of $29.4 million to the Corporation's budget beginning in 1998/99. The downsizing costs related to this additional measure are being assessed and will be expensed in future periods.

The Corporation has requested assistance from the Government of Canada to fund the cost of the downsizing program. Should any funds be received, they will be included in income.

## 6. Income and Large Corporations Taxes

The Corporation is a prescribed federal Crown corporation under Part LXXI of the Income Tax Regulations and is subject to the provisions of the Income Tax Act (Canada). The Corporation is not subject to provincial income taxes on its own activities.

The Corporation's net provision for tax of $3.0 million (1995 – $2.7 million) is the difference between the provision for income and large corporations taxes of $21.9 million and deferred income tax of $18.9 million.

The Corporation has net timing differences resulting from revenue and expense items reported for tax purposes in different periods than for accounting purposes of $161.4 million (1995 – $179.6 million), the benefit of which has not been recognized in the financial statements. These timing differences generally result from the accrual of pension and severance pay costs, and capital cost allowance on its long term capital lease where funding for the lease obligation is provided over several years. Capital cost allowance is not claimed on other capital assets as the related capital funding is usually received in full in the same year in which the asset is acquired.

## 7. Capital Assets

| | COST | ACCUMULATED AMORTIZATION | NET BOOK VALUE 1996 | 1995 |
|---|---|---|---|---|
| | | (thousands of dollars) | | |
| Land | 35,941 | — | 35,941 | 36,131 |
| Buildings | 345,390 | 176,974 | 168,416 | 164,920 |
| Technical equipment | 1,053,283 | 591,035 | 462,248 | 481,063 |
| Furnishings, office equipment and computers | 71,775 | 38,969 | 32,806 | 35,788 |
| Automotive | 27,879 | 16,800 | 11,079 | 12,219 |
| Leasehold improvements | 7,068 | 4,944 | 2,124 | 851 |
| Property under capital leases | 510,999 | 45,984 | 465,015 | 482,341 |
| Uncompleted capital projects | 41,427 | — | 41,427 | 66,176 |
| | *2,093,762* | *874,706* | *1,219,056* | *1,279,489* |

## 8. Deferred Charges and Goodwill

| | COST | ACCUMULATED AMORTIZATION | NET BOOK VALUE 1996 | 1995 |
|---|---|---|---|---|
| | | (thousands of dollars) | | |
| Deferred Charges | | | | |
| CBC Newsworld | 6,490 | 6,193 | 297 | 1,007 |
| Réseau de l'information | 5,243 | 572 | 4,671 | 4,849 |
| Joint venture activities | 2,839 | 620 | 2,219 | 2,664 |
| Other agreements | 18,509 | 4,291 | 14,218 | 18,509 |
| Goodwill | 9,799 | 2,217 | 7,582 | 8,982 |
| | *42,880* | *13,893* | *28,987* | *36,011* |

## 9. Business Venture Activities

The Corporation has net equity of $6.1 million (1995 – $7.4 million) in joint business ventures which are accounted for on a proportionate consolidation basis.

## 10. Deferred Pension Liability

Projections from an actuarial valuation prepared for accounting purposes show an estimated present value of accrued pension benefits of $2,500.4 million as at March 31, 1996 (1995 – $2,357.5 million) which includes $9.0 million (1995 – $11.0 million) of unfunded retirement benefits. The market value of the pension fund assets as at March 31, 1996 was $2,562.4 million (1995 – $2,421.7 million).

The deferred pension liability as at March 31, 1996 amounting to $155.3 million (1995 – $69.9 million) is the difference between the accumulated pension expense and the employer's contributions to the Pension Fund. This increase is due mainly to the immediate recognition in the pension expense of the impact of the downsizing program which does not require an immediate additional contribution to the Pension Fund (see Note 5).

## 11. Obligation Under Capital Leases

### a. Broadcasting Centre, Toronto

Future minimum lease payments and the obligation under the Broadcasting Centre Lease are as follows:

| | *(thousands of dollars)* |
|---|---|
| 1997 | 35,601 |
| 1998 | 37,541 |
| 1999 | 40,316 |
| 2000 | 43,699 |
| 2001 | 46,502 |
| Thereafter (*) | 1,045,457 |
| *Total minimum future payments (*)* | ***1,249,116*** |
| Deduct: Imputed interest | 851,573 |
| *Present value of minimum capital lease obligation* | ***397,543*** |
| Accrued interest obligation | 14,193 |
| ***Obligation under capital lease*** | ***411,736*** |

*(*) Consistent with its intention, management has estimated the total amounts payable under the capital lease based on interest rates considered probable for such financing amortized over a 30 year period.*

### b. Other

As at March 31, the Corporation's obligation related to a capital lease, other than the Broadcasting Centre in Toronto, amounted to $129 thousand dollars.

## 12. Net Change in Non-cash Working Capital Balances

| | 1996 | 1995 |
|---|---|---|
| | (thousands of dollars) | |
| **Cash provided by (used for):** | | |
| Accounts receivable | (5,228) | (16,017) |
| Programs completed, in process of production or available for sale | (884) | 24,594 |
| Prepaid film and script rights and other expenses | (3,789) | 19,961 |
| Deferred income taxes | (18,858) | — |
| Accounts payable and accrued liabilities | 15,183 | 24,087 |
| Short-term portion of capital leases | 2 | (36) |
| Accrued vacation pay | (16,542) | (3,628) |
| Employee termination benefits | 117,219 | 30,695 |
| Accrued interest obligation | (1,384) | (1,768) |
| | *85,719* | *77,888* |

## 13. Commitments

**a. Program Related**

As at March 31, 1996, commitments for sports rights amounted to $196.2 million; procured programs, film rights and co-productions amounted to $72.9 million for total commitments of $269.1 million.

**b. Operating Leases**

Future annual payments related to operating leases are as follows:

| | (thousands of dollars) |
|---|---|
| 1997 | 35,198 |
| 1998 | 33,033 |
| 1999 | 30,123 |
| 2000 | 25,528 |
| 2001 | 1,422 |
| 2002– 2062 | 4,730 |
| *Total future payments* | *130,034* |

**c. Joint Venture Activities**

The Corporation's proportionate share of commitments related to joint venture activities totalled $5.7 million.

## 14. Contingencies

In the ordinary course of business, various claims and lawsuits have been brought against the Corporation. In the opinion of management, the majority of the claims are not significant, and for other claims the amount of losses, if any, cannot be estimated. In the event that such expenditures were incurred, they would be recognized as period costs.

## 15. Related Party Transactions

The Corporation is related in terms of common ownership and enters into transactions with other Government departments, agencies and Crown corporations in the normal course of business on normal trade terms applicable to all individuals and enterprises. Transactions with the Government of Canada are outlined in notes 3 and 4.

## 16. Economic Dependency

The Corporation is dependent upon the provision of appropriations of funds by Parliament. Without these appropriations, the Corporation would be unable to meet the terms of its mandate. (See Note 3 for details of revenue from the government).

## 17. Comparative Figures

Certain of the 1995 comparative figures have been reclassified to conform to the current year's presentation.

# FOUR-YEAR REVIEW

Over the last four years, the Corporation has experienced significant changes in funding levels and unavoidable new operating costs. Some of these are noted below:

- The decrease over this four-year period in Parliamentary operating appropriations relates to the federal government's various expense reduction programs.
- Other sources of revenue have remained relatively constant over this period.
- Specialty services are included on a net incremental basis in other net sources of revenues. Since CBC Newsworld and Réseau de l'information (RDI) are self-funding on an incremental basis, the impact of their net revenues is negligible.
- Also included in other net sources of revenue is Radio Canada International (RCI). Since the federal government's contribution to the cost of operations for RCI was reduced in 1995/96, this has resulted in a funding shortfall to be absorbed by the main service.
- Expenses, excluding specifically noted items, have declined over last year, as the impact of restructuring and re-engineering initiatives on the administrative and support infrastructure begins to take effect.
- A temporary suspension of contributions to the CBC Pension Plan, which spanned the last quarter of the 1992/93 fiscal year to the end of the third quarter of the 1994/95 fiscal year, provided temporary funding flexibility, allowing time for a new multi-year expense and workforce reduction program to be put into place.
- Sports rights have varied significantly over this period, mainly due to the NHL lock-out, which resulted in a reduced schedule of games, and therefore reduced costs in 1994/95. The return of hockey saw a delayed schedule, which shifted additional games, and therefore costs, into the first quarter of 1995/96. A new hockey rights agreement also contributed to the increase.
- The increase in amortization expense over this four-year period mainly relates to the capitalization of the lease for the Broadcasting Centre in Toronto.
- Downsizing and restructuring costs have escalated over the four-year period, in relation to the Corporation's efforts to meet its funding shortfall which is now expected to reach $414 million by April 1, 1998.
- Net income and large corporations taxes have remained fairly stable over this period. This year, in addition to Large Corporations Tax of $3 million, the Corporation is in a taxable position for the first time, due to timing differences for the recognition of separation costs. This resulted in an income tax expense of $18.9 million, which is offset by a matching deferred tax item.
- In 1995/96, $45 million in capital funds were transferred to operating to provide flexibility to cope with the government funding reduction effective April 1, 1995, as announced on February 27, 1995 by the federal government.
- From 1991/92 to 1993/94, the completion of the Broadcasting Centre project resulted in a higher level of capital spending on consolidation. The focus over the last two years has shifted to projects relating to improvements in production facilities and presentation.

## SUMMARY — SOURCES AND APPLICATIONS OF OPERATING AND CAPITAL FUNDS

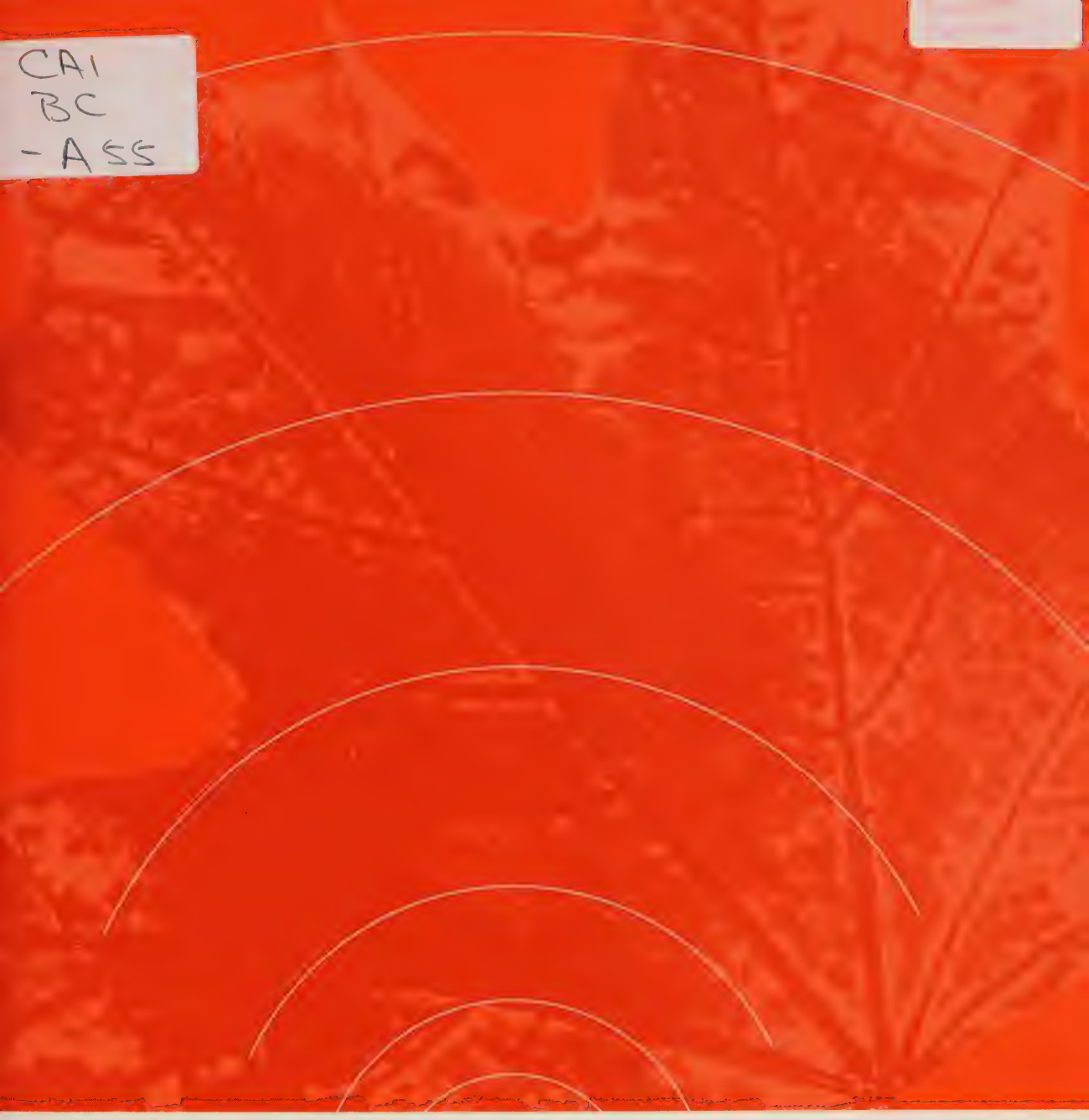
*For the years ended March 31*

| | 1996 | 1995 | 1994 | 1993 |
|---|---|---|---|---|
| | | *(in millions of dollars)* | | |
| **Operating Funds** | | | | |
| **Source of funds:** | | | | |
| Parliamentary Appropriations: | | | | |
| Annual Operating Fund | 918.2 | 951.4 | 946.0 | 959.1 |
| Transfer from the Capital Fund | 45.0 | — | 8.7 | — |
| Other net sources of revenues | 295.1 | 291.8 | 276.7 | 291.1 |
| Previous year's carryforward | 0.4 | 22.0 | 19.2 | (1.1) |
| | ***1,258.7*** | ***1,265.1*** | ***1,250.6*** | ***1,249.1*** |
| **Application of funds:** | | | | |
| Expenses, excluding items below | 1,079.3 | 1,223.1 | 1,190.6 | 1,151.0 |
| CBC Pension contributions, government funding basis | 28.6 | 4.6 | — | 33.5 |
| Sports rights*, government funding basis | 74.8 | 49.0 | 56.1 | 50.3 |
| Amortization expense | 133.0 | 120.3 | 125.0 | 78.4 |
| Total expense before downsizing expense and taxes | 1,315.7 | 1,396.9 | 1,371.7 | 1,313.2 |
| Net downsizing and restructuring expense | 99.5 | 37.3 | 9.4 | 10.7 |
| Income and large corporations taxes | | | | |
| Current | 21.9 | 2.7 | 2.7 | 2.7 |
| Deferred | (18.9) | — | — | — |
| | ***1,418.2*** | ***1,436.9*** | ***1,383.8*** | ***1,326.6*** |
| Less: Net items not requiring current operating funds | 153.0 | 172.1 | 155.2 | 96.7 |
| | ***1,265.2*** | ***1,264.8*** | ***1,228.6*** | ***1,229.9*** |
| ***Net surplus (deficit) to be carried forward*** | ***(6.4)*** | ***0.4*** | ***22.0*** | ***19.2*** |
| **Capital Funds** | | | | |
| **Source of funds:** | | | | |
| Parliamentary Appropriations: | | | | |
| Capital Fund | 142.4 | 138.5 | 139.6 | 146.7 |
| Transfer to the Operating Fund | (45.0) | — | (8.7) | — |
| Proceeds on disposal of capital assets and investment/ financing from other organization | 4.6 | 5.4 | 3.3 | 3.3 |
| Previous year's carryforward | 1.0 | 1.5 | 0.6 | 0.2 |
| | ***103.0*** | ***145.4*** | ***134.8*** | ***150.2*** |
| **Application of funds:** | | | | |
| Current Expenditures: | | | | |
| • Consolidation | 33.4 | 30.9 | 63.8 | 77.0 |
| • Production facilities | 33.0 | 57.6 | 43.2 | 47.2 |
| • Transmission | 12.2 | 18.5 | 18.6 | 16.7 |
| • Presentation | 20.5 | 37.4 | 7.7 | 8.7 |
| • Other | — | 1.2 | — | — |
| | ***99.1*** | ***145.6*** | ***133.3*** | ***149.6*** |
| Less: items not requiring current capital funds | — | 1.2 | — | — |
| | ***99.1*** | ***144.4*** | ***133.3*** | ***149.6*** |
| ***Net surplus to be carried forward*** | ***3.9*** | ***1.0*** | ***1.5*** | ***0.6*** |

** The National Hockey League lockout affected the 1995 and 1996 sports rights expense figures.*

*Note: Some historical comparative figures have been reclassified to conform to the current year's presentation.*

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CBC Radio-Canada

# Annual Report

1996 – 1997

Photos
*CBC Archives, Canapress/Fred Chartrand, Céline Lalonde, Brooke Palmer, Fred Phipps, Greg Teckles, Photo Aylmer*

ISSN 0708-9392

Design and Layout
*Charlton + Company Design Group*

Publication and Distribution
*Corporate Communications and Public Affairs*
*Canadian Broadcasting Corporation*
*P.O. Box 3220, Station C*
*250 Lanark Avenue*
*Ottawa, Ontario K1Y 1E4*
*(613) 724-5721*
*e-mail: commbo@ottawa.cbc.ca*

Alternative Formats
*Available on audio cassette and on diskette*
*To order: (613) 724-5714*

Internet Version
[redacted]

*Aussi publié en version française*

# CBC ANNUAL REPORT 1996–1997

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# CORPORATE PROFILE

## STATUS

The Canadian Broadcasting Corporation, Canada's national public broadcaster, was created by an Act of Parliament on November 2, 1936, and now operates under the *1991 Broadcasting Act*. It is accountable to the Parliament of Canada through the Minister of Canadian Heritage, to whom it reports annually.

## PROGRAM SERVICES

CBC program services include:

- two main television networks, one in English, one in French, which offer general and special interest programs,
- four main radio networks, two in English, two in French, which offer information and general interest programs as well as classical music and cultural programs,
- two all-news and information television networks, one in English, one in French, entirely financed by cable subscriptions and advertising revenue,
- radio and television services to the North in English, French and eight aboriginal languages.

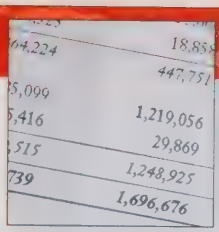
CBC also provides, on behalf of the Government of Canada, an international shortwave radio service which broadcasts in seven languages.

## DISTRIBUTION

CBC programs are distributed through satellite in combination with microwave and landline, feeding 90 CBC owned stations, 1,163 CBC rebroadcasters, 30 private affiliated stations and 293 affiliated or community rebroadcasters.

## FINANCING

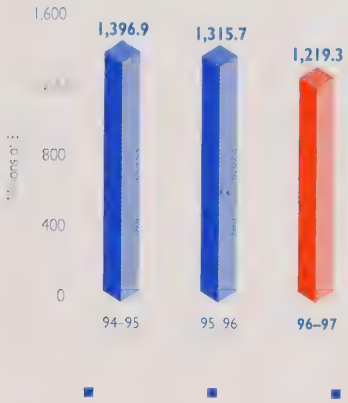
CBC is financed mainly through public funds, supplemented by advertising revenue on television and various other revenue sources.



# FINANCIAL HIGHLIGHTS

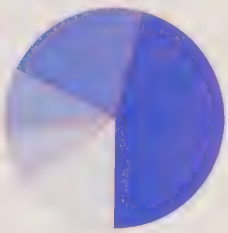
The Corporation's spending, excluding items netted out of revenue, downsizing and taxes, has been reduced by $96.4 million (7.3%) from 1995–1996 levels, and $177.6 million (12.7 %) from 1994–1995.

## OPERATING EXPENDITURES*



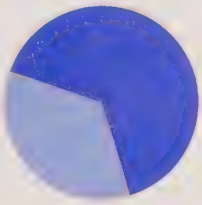

## 1996–1997 EXPENSES* — $ 1,219,260,000

- **44.6%** English Television
- **24.1%** French Television
- **8.3%** French Radio
- **1.4%** Corporate Management
- **6.6%** Transmission, Distribution and Collection
- **1.3%** Payments to Private Stations
- **13.7%** English Radio



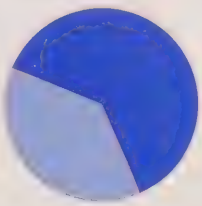
## 1996–1997 TELEVISION SERVICES $908,904,000

- **64.9%** English Services
- **35.1%** French Services



## 1996–1997 RADIO SERVICES $293,734,000

- **62.2%** English Services
- **37.8%** French Services



* Excluding items netted out of revenue, downsizing and taxes



Guylaine Saucier

# MESSAGE FROM THE CHAIR

We have come through fire. The effort within the CBC at every level to achieve an appreciation of the past, an understanding of the present and a vision of the future has been more intense over the past year than ever before. And no wonder, the financial challenges were the most severe we have ever faced.

To meet those challenges head on, we had to agree upon our vision. Why are we here at all? What do we contribute to the life of the nation? Will our contribution be required or even be possible in the future?

Through energetic—sometimes passionate—debate, the answers came loud and clear. Our mandate, set out by Parliament over 60 years ago, is as relevant today as then. We are a public resource, owned by all Canadians. Our services in French and English inform, enlighten and entertain. We contribute to Canadians' shared national consciousness by celebrating Canada's cultural and regional diversity, building bridges between our official language communities and helping our citizens take full part in their country's life. We create, procure and present distinctive, high-quality Canadian programs and offer the best from around the world.

That simple mission statement is the very source of our vision, and from it springs a whole series of convictions that give shape to what we do. For instance, we believe that the CBC belongs to all Canadians, so we strive to provide programming that offers something special to each one of them. Every citizen has the right to find something of interest on our airwaves and we offer a range of programming that not only reflects popular culture but also appeals to more focused tastes.

Similarly, our mission demands that we celebrate Canada's cultural and regional diversity. Canada's regionalism is both a great strength and a defining reality, one which the national public broadcaster must reflect. Only CBC is required to serve every Canadian in every province and territory, so it's a task we take to heart. CBC must tell the regional story to the nation, a job that can't be done from afar. As the national public broadcaster, rooted in the regions, we are uniquely positioned to explore our diversity and examine the values we hold in common.

It is clearer now than ever before that our dependence on public funding brings with it a special need to treat our resources with extraordinary care. Canadians from coast to coast believe that national spending must be controlled. Public support has faded for activities whose immediate value is not apparent, while public scrutiny of any activity that costs money has increased.

How we spend and how much we spend are as important as what we choose to spend our money on. In a way, to be fully *culturally* Canadian we must also produce our programming in Canada, using Canadian resources to the greatest possible degree.

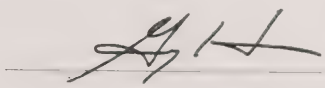
As a public resource, we must make sure that everything we produce, every asset we acquire, each new form of distribution we explore, each team we assemble, and each sale we make is wise ... and transparent. Our shareholders deserve no less.

We have often argued that, if the CBC was needed to give a voice to Canada in the 1930s, the need is even greater in the overheated and fragmented media world of the late 1990s. But just as the nation itself has grown more complex and more mature, the solutions and strategies the CBC adopts must be mature to suit a complex world. They must be flexible, innovative and, above all, realistic.

*"How we spend and how much we spend are as important as what we choose to spend our money on."*

Our publics, both as audiences and taxpayers, have a right to a national public broadcaster whose journalism and entertainment are benchmarks for the industry. They have a right to ever-increasing standards, and they look to the CBC with expectations of both excellence and economy.

This year we put in place a process which will bring that excellence and economy closer together. The result, we are confident, will be a renewed, revitalized CBC, valuable and relevant to all Canadians.



GUYLAINE SAUCIER, C.M., F.C.A.
CHAIR OF THE BOARD

# THE BOARD OF DIRECTORS 1996–1997

In accordance with the Broadcasting Act, the Board of Directors is responsible for the management of the Corporation. The Board is made up of 12 members, including the Chair and the President and CEO.

**Guylaine Saucier, C.M., F.C.A.**
*Chair*
Montreal, Quebec
2+, 3+, 4, 5+

**Hon. Perrin Beatty, P.C.**
*President and CEO*
Ottawa, Ontario
2, 4, 5

**John A. Campion**
*Lawyer*
Fasken Campbell Godfrey
Barristers and Solicitors
Toronto, Ontario
2, 4

**Michel Doyon**
*Lawyer*
Gagné, Letarte
Quebec, Quebec
1+, 2

**Roy L. Heenan**
*Lawyer*
Heenan Blaikie
Montreal, Quebec
4, 5

**Jane Heffelfinger**
*Actress/Broadcaster*
Monday Publishing
Victoria, British Columbia
1, 2

**Sandra Kolber, C.M.**
*Writer/Film Consultant*
Le Windsor
Montreal, Quebec
2

**Clarence LeBreton**
*Director*
Aquarium et Centre Marin de Shippagan
Shippagan, New Brunswick
1, 2, 5

**Thompson MacDonald**
*President*
Strategic Communications Consultants Ltd.
Calgary, Alberta
2, 6+

**L. Richard O'Hagan**
*Special Advisor to the Chairman*
Bank of Montreal
Toronto, Ontario
1, 2

**Alain Paris, F.C.A.**
*Partner*
KPMG
Montreal, Quebec
1+, 5, 6

**Hon. A. Brian Peckford**
*President*
Peckford Consulting Ltd.
Qualicum Beach, British Columbia
3, 4+, 5

**W. Thomas R. Wilson**
*President and CEO*
Oceanic Adventures International
Toronto, Ontario
2, 3, 5, 6

**Committees of the Board**

1 Audit Committee
2 Standing Committees on English and French Language Broadcasting
3 Governance Committee
4 Human Resources and Compensation Committee
5 Transformation Committee

6 CBC Pension Board of Trustees

\+ Committee Chair



# IMPROVING CORPORATE GOVERNANCE

In 1995–1996, the Board undertook a thorough examination of its activities and decision-making processes, and adopted terms of reference which detailed its responsibilities and specified the areas requiring Board approval.

This year, the Board continued to evaluate its corporate governance processes, in light of the new federal government guidelines for Crown corporations.

This evaluation, combined with the previous year's review, led to the adoption of measures which greatly enhanced Board effectiveness. The first measure adopted was the establishment of an approval process and tracking mechanisms for the strategic direction and corporate plan of the Corporation.

*"... the Board continued to evaluate its corporate governance processes, in light of the federal government guidelines for Crown corporations."*

In addition, the Board greatly improved the internal communication process, to ensure that directors have enough information to form their own judgments, independently from management.

As recommended in the federal government guidelines, the Board also developed a method of assessing the President and CEO's performance on a yearly basis.

To conduct its business in the most efficient manner, the Board relies on a number of committees whose size and mandate can vary from year to year. In 1996–1997, the number of committees was reduced from eight to five, and their mandates were established as follows:

**The Audit Committee** assists the Board in fulfilling its supervisory responsibilities by reviewing the financial information provided to Parliament and other stakeholders, the systems of corporate controls established by management and the Board, and the audit process.

It also provides management, the internal auditor and the external auditor with a direct link to the Board without conferring upon the Committee the ultimate decision-making powers of the Board or the responsibilities already delegated to management.

**The English and French Language Broadcasting Committees** ensure that the Board monitors the Corporation's fulfillment of its French and English language responsibilities and its overall mandate, and recommends policies that will help attain French and English language program objectives.

**The Governance Committee** provides a focus on Board governance to enhance corporate performance, assesses and makes recommendations regarding corporate values and Board effectiveness, and establishes a process for developing criteria for the selection of directors and communicating the criteria to the Minister of Canadian Heritage for consideration by the Governor in Council.

**The Human Resources and Compensation Committee** reviews, reports and, when appropriate, provides recommendations to the Board regarding human resources matters including, but not limited to, management recruitment and development, management succession, employee and management compensation programs, significant human resources policies and labour relations issues.

**The Transformation Committee** was appointed in December 1995 to provide support and guidance to CBC management during the Corporation's major transformation process over a two year period. It serves as the primary point of interface between the Board and management regarding transformation issues, ensuring that the Board's needs for information are met while minimizing the burden of ongoing and detailed reporting to the full Board by CBC management.

Corporate governance issues were also pursued by the CBC Pension Board of Trustees during 1996. A governance audit was undertaken, and governance practices updated as a result. The Fund's annual report provides further details, and is available by contacting the CBC Pension Fund. (Address on p.37)



Perrin Beatty

# MESSAGE FROM THE PRESIDENT AND CEO

The CBC's 60th anniversary year provided both a time to reflect on our past and an urgent need to prepare for our future.

The most pressing challenge was a major cut in the resources provided to us by Parliament. The decisions of the 1996 federal budget, together with a shortfall in commercial revenues, deepened reductions to CBC's operating budget from a projected $350 million to almost $414 million.

Managing a reduction of almost a third of the Corporation's budget over a three year period cannot be done haphazardly. To maintain a high quality service in all parts of Canada and still make major savings beyond the $227 million previously scheduled, the Corporation needed to set clear priorities. These six key principles will guide our future:

- The CBC will be the Canadian broadcaster telling Canadian stories throughout the day. As a first step in September, we replaced American commercial programming with Canadian shows and some of the best from around the world in our prime-time English Television schedule. In addition, I announced plans to Canadianize the daytime schedule by September 1998.

- Commercials will no longer drive scheduling decisions. In the future we will design our schedules based on the CBC's mandate and then aggressively market commercial availabilities instead of putting commercial needs first.

- We will treat our viewers and listeners as citizens, rather than simply as consumers. Our highest priority is providing programs that challenge, inform and entertain our audiences. As a public broadcaster, we have a special role to help Canadians better understand their country and their world.

- Sports will have an important role but, as contractual obligations permit, professional sports will be brought into better balance with the rest of our programming. Telling Canadian stories includes telling the stories of Canadian athletes and Canadian games, but we must offer a diverse range of programs.

- The CBC will continue to recognize the individual character of Canada's regions, offering local audiences journalism and entertainment that speak to regional as well as national realities. Our 1996 coverage of the Saguenay floods demonstrated the importance of a strong presence in every region.

- We will move aggressively into new media. Canadians—and particularly young Canadians—are receiving information and entertainment programming in new ways, using interactive media and the Internet. To discharge the CBC's mandate, we must keep pace with them.

At CBC, we celebrate what it is to be Canadian, and Parliament provides us with resources to tell Canadian stories with authenticity, relevance and a finely-developed sense of entertainment.

Despite substantial cuts to regional operations, we have not closed stations. French Radio will maintain regional production in competitive markets and increase regional contributions to the networks. English Radio, revered by its audiences, will provide a distinctive, high-quality, balanced service with two strong non-commercial core networks.

French Television, watched by more than 90 percent of francophones, continues to broadcast throughout Canada, with Vancouver, Edmonton and Regina contributing additional input to national programming. In addition, our francophone audiences across the country convinced us to preserve a regional information program in each western province despite budget cuts.

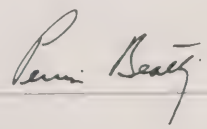
English Television now has a Canadianized prime time, featuring Canadian shows like *The Newsroom*, *North of 60*, *This Hour Has 22 Minutes*, and *The Royal Canadian Air Farce*. We replaced two and a half hours of U.S. commercial programming with all-Canadian products that would not benefit from simultaneous substitution or from Hollywood's publicity machinery. The reaction from the public was gratifying, since prime time audiences were actually maintained.

Despite ten years of significant improvements in both quality and efficiency, we were forced in 1996–1997 to confront the toughest decisions in six decades of broadcasting. We re-examined our entire schedule. We sold our head office and reduced its staff by almost two thirds. We reached new collective agreements with our English file unions and began a similar process with their French file counterparts. Hardest of all, we began the painful process of bringing employment levels into line with reduced resources.

*"If 1996–1997 brought the Corporation more than its fair share of challenges and pain, there were also intimations of a brighter future."*

If 1996–1997 brought the Corporation more than its fair share of challenges and pain, there were also intimations of a brighter future. The Canada Television and Cable Production Fund provided vital financing for Canadian programming and, in December, the government renewed its commitment to Radio Canada International. In February, the government promised a further $10 million annually for the CBC's radio services effective April 1, 1997, and guaranteed stable funding for the Corporation for five years starting April 1, 1998. Most important of all, the steadfast support of individual Canadians from all parts of the country provided enormous encouragement when it was most needed.

The Canadian Broadcasting Corporation was created to give Canada a voice of its own on the airwaves of North America. Over the decades, our services have made a deep and lasting difference to a changing Canada, both reflecting those changes and helping to bring them about. Despite all the sacrifices smaller budgets require, the Corporation is determined to play an even more critical role in Canada's future.



**PERRIN BEATTY, P.C.**
**PRESIDENT AND CEO**

# INTERNAL AND EXTERNAL CHALLENGES

Over the past decade, the CBC has had to meet some of the greatest challenges in its 60-year history: external challenges resulting from changes in the broadcasting industry, and internal challenges resulting largely from the gradual reduction of its parliamentary appropriation.

The Corporation is meeting these challenges head on and the resulting operational improvements are yielding an organization whose efficiency can be compared favourably with other public or private sector enterprises or organizations.

## MANAGEMENT EFFICIENCIES

In September 1996, the Board of Directors approved a number of sweeping measures to help the Corporation meet the remaining $127 million of a financial shortfall totalling $414 million from 1994–1995 to 1997–1998. These measures affect every aspect of the CBC's operations, including staff. To minimize layoffs, the Corporation offered a number of incentives and pursued the implementation of its voluntary separation program. By March 31, 1997, the Corporation had reduced its workforce by 1,297 employees over March 31, 1996.

CBC WORKFORCE — AS OF MARCH 31

| | 1996 | 1997 | Variance | % |
|---|---|---|---|---|
| Regular | 8,181 | 7,311 | (870) | (10.6) |
| Temporary | 763 | 609 | (154) | (20.2) |
| Contract | 2,003 | 1,384 | (619) | (30.9) |
| Casual | 1,026 | 1,372 | 346 | 33.7 |
| Total Workforce | 11,973 | 10,676 | (1,297) | (10.8) |

With the help of external consultants, the Corporation completed a thorough strategic review of all its activities. Part of this process included the development of strategic options for the individual media components and for the Corporation as a whole. The preferred options were then presented to the Board for approval.

As a result, key changes were made in CBC's management accountability framework. The role of the corporate centre was redefined, certain functions were decentralized, and regional operations were integrated into the media lines. Modifications were made to CBC's business planning process, with the focus on key objectives and the development of meaningful action plans and performance indicators. CBC is also proceeding with a performance evaluation plan that will ultimately be applied across all management levels. Capital planning was integrated with annual business planning. To reinforce producer accountability for both direct and indirect program costs, financial management initiatives such as English Television's "All Cash" system and French Television's "Devis budgétaire" were implemented. As well, with the development of full cost reporting, the quality of program cost information was improved and will be further enhanced as CBC proceeds with the re-engineering of its finance systems.

The new English file collective agreements, signed in 1996, better correspond to CBC's operational realities and will permit more efficient use of resources. New agreements with some unions in the French file have been reached.

Benchmarks were established for all major support areas, and the resulting cost reduction plans are now being implemented. Actions were taken to implement user pay and related initiatives in a number of support areas.

Initiatives were taken to rationalize program production capacity across the country. In the Montreal production centre, for example, certain plant functions were transferred to user groups, program production processes were reviewed and plant resources streamlined. In Toronto, the implementation of several initiatives is generating savings in plant operations. Benchmarks for the use of resources were established and actual performance against those benchmarks is being tracked.

The Corporation's bi-media committee, established to improve the coordination of CBC's journalistic activities, presented its recommendations. Action was taken on a number of the committee's recommendations, such as increased collaboration between news and current affairs and the co-location of certain operations. Also, planning is progressing for a universal news system which will enhance the sharing of information among the four media components.

*"... the resulting operational improvements are yielding an organization whose efficiency can be compared favourably with other public and private sector enterprises or organizations."*

## CHANGES IN THE BROADCASTING ENVIRONMENT

### Television

The television industry in Canada and North America is becoming more and more competitive; there is increased competition for audiences, for commercial revenues, and for staff resources.

Fragmentation continues to be the most influential factor in the competition for audiences to CBC's programming. As of September 4, 1996, when the Canadian Radio-television and Telecommunications Commission (CRTC) issued 23 new licences, the Canadian television industry included 43 Canadian specialty services, six Canadian pay television services and five Canadian pay-per-view services.

Twenty of those 23 new licences went to existing broadcasters. Specialty channels offer broadcasters new revenues, partnership options, shelf space, scheduling flexibility and options for spreading costs further.

New technologies such as digital video compression (DVC) and direct-to-home (DTH) satellite systems promise not only a greater expansion in domestic services of all kinds, but also a huge influx of non-Canadian services, authorized or not.

As satellite technologies, globalization and other developments open up distribution channels, the economics of television production in Canada will become even more difficult. These trends present both problems and strategic opportunities for the CBC.

Expansion of distribution channels will increase competition because of audience fragmentation. From an industrial perspective, the trend towards less and less identifiably Canadian production in the private sector is likely to create an even greater need for CBC to provide a unique and valued service to Canadians.

Within the Canadian market, sources of revenue for television programming are shifting as expected. Increasingly, the video sector is generating revenue from "transactional sources" (subscriptions and pay television) while growth in advertising revenue remains flat and public funding declines. Given the Corporation's reliance on the latter, and its relatively small presence in the specialty service business, these trends do not give the CBC an advantage. Based on 1994 research, for every dollar of revenue generated by the Canadian television industry, the CBC received only 19 cents, of which 13 cents came from its public funding.

In the French television environment, the purchase by Vidéotron of all the assets of CFCF-TV has created in Quebec a powerful private television conglomerate consisting of two conventional networks (TVA and TQS), two production companies, one post production house and a headline news cable channel—all of these vertically integrated with the hugely dominant cable multi-service operator (MSO), Vidéotron. The integration of CFCF-TV with Vidéotron will ensure favourable distribution terms and support for any new business ventures generated by the programming arm. The TVA network also owns seven regional stations in Quebec. However, as a condition to the purchase of CFCF-TV, and to avoid excessive concentration in the market, CRTC ordered Vidéotron to sell all of its TQS assets within a six month period from the time of its decision in February 1997. Cogeco indicated an interest in purchasing TQS. However, some weeks after the end of the fiscal year, Quebecor tabled a purchase offer for TQS, subject to CRTC approval.

Generally speaking, the ever expanding number of French-language specialty channels and the increase in available English-language programming from cable or satellite will fragment the market. Specialty channels already attract 15% of the French-language market and over 20% of the English-language market. The recent licensing by the CRTC of Le Canal Nouvelles, Le Canal Vie, Musimax and Teletoon will only exacerbate this long-term trend for existing broadcasters.

In summary, while the anglophone market demands that CBC English Television achieve distinctiveness through Canadianization, the francophone market demands a public broadcaster that represents a broad-based and popular alternative to an increasingly monopolistic private sector.

### Radio

While television broadcasters are facing a highly fragmented market, radio broadcasters in Canada are still recovering from the severe downturn in profitability precipitated by the recession of the early 1990s and are still experiencing considerable financial difficulty. The industry has gone through major restructuring in the effort to regain profitability in both French and English markets. Some stations have gone off the air while others have amalgamated; almost all private radio broadcasters have reorganized their operations and shifted their programming focus in pursuit of elusive advertising dollars. This has led to the virtual disappearance of radio journalism, particularly in Quebec where that field is now almost exclusively occupied by CBC French radio.

Digital radio is becoming a reality as the first Canadian broadcasting stations were licensed in early 1997 and commercially available receivers are expected in spring 1998.

The CBC Board of Directors unanimously approved an implementation plan for digital radio. According to this plan, the CBC French and English radio networks should provide digital radio services to 75% of all Canadians within the next five years. The first digital radio programs should be broadcast in the Montreal and Toronto areas in late 1997.

### New Media

In response to Canadians' growing desire to inform and entertain themselves through new media, the Corporation has developed a strategy and dedicated modest but recurring funds to develop a mandate for the new media area. With 32% of Canadian households equipped with computers and half of them with modems (1996), there is definitely market potential for new media, the World Wide Web in particular, in Canada. The CBC's mandate is to provide Canadians with "a wide range of programming that informs, enlightens and entertains." New media and the digitization of production open up a multitude of new opportunities for the Corporation. *(See* New Media, New Services, *p.32)*

### Impact on CBC

Many of the trends noted above will increase the impact of budget reductions on CBC's radio and television operations.

The newly announced Television and Cable Production Fund will help restore some of CBC's ability to work with the independent production sector in the development of new French- and English-language programming. But CBC will do so in a broadcast marketplace that is experiencing more and more new domestic entrants, in addition to non-Canadian services whose eventual arrival in Canada will be greatly facilitated by new digital technologies.

## RELATIONS WITH THE CRTC

### Applications for Transfer to the FM Band

In fall 1996, the Corporation submitted an application to the CRTC seeking transfer to the FM band of certain AM stations: CBF (French) and CBM (English) in Montreal, CBV (French) in Quebec City and CBL (English) in Toronto.

To listeners in those regions, the shift to FM will mean an improved signal and better access to CBC's unique and diversified programming.

Because its programming is different, CBC does not really compete with private broadcasters for ratings. Also, the shift to FM would have no effect on advertising, since CBC radio networks do not air commercials.

The CRTC heard the applications for CBF and CBM Montreal and CBV Quebec City in March 1997 and for CBL Toronto in April 1997.

### Galaxie Nearing Launch

In December 1995, the CRTC issued a broadcasting license to CBC to operate a pay audio program service, Galaxie.

An alternative to conventional radio, Galaxie will offer 30 continuous music channels broadcasting top-quality audio 24 hours a day without talk or commercials.

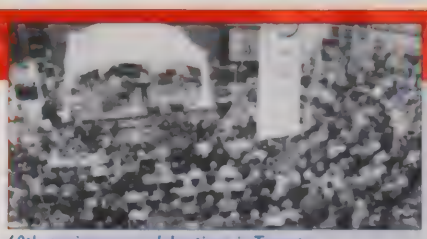
The Galaxie service will be totally independent. Its mission is to generate new revenues for CBC's radio networks. An initial subscriber base of 140,000 is expected by the end of the first year of operation. This figure should exceed one million by the end of the fifth year.

In order to attract as many subscribers as possible, Galaxie will be offered via all available means of distribution: direct broadcasting services (DBS), cable, digital multipoint distribution systems (MDS), local multipoint communication systems (LMCS). By the end of the fiscal year, the Corporation had signed an agreement with a direct broadcasting service that will carry Galaxie on its basic tier as early as fall 1997. Similar agreements were close to being reached with other Canadian direct broadcasting services.

■ ■ ■



Alexa Petrenko
*Chamber Music at Noon*
CBC Stereo



*60th anniversary celebrations in Toronto*

# ENGLISH RADIO HIGHLIGHTS

## SCHEDULE CHANGES, SPECIALS

The most noticeable changes to this year's programming lay in the weekday CBC Stereo schedule which included four new programs and new roles for CBC hosts:

- *Chamber Music at Noon* — Alexa Petrenko hosted this new one-hour daily program featuring ensembles from across the country;
- *Radio Concert Hall* — Peter Tiefenbach hosted this new daily three-hour program combining the best of recorded concerts from Canada and around the world;
- *Encore* — Katherine Duncan presented the best concerts heard earlier on CBC Stereo programs;
- *As You Like It* — A new daily two-hour program combining musical requests, poems and stories woven together by poet and raconteur Bill Richardson.

In addition, *The Arts Tonight*, a wide-ranging daily music and arts program, became a tightly focused 30-minute arts journalism magazine.

SCHEDULE BREAKDOWN BY PROGRAM TYPES

CBC English Radio

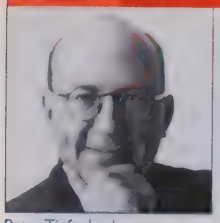
| | % |
|---|---|
| News | 27 |
| Regional Programs | 27 |
| Current Affairs/Features | 21 |
| Music/Arts | 14 |
| Spoken Word Performance | 11 |

CBC English Stereo

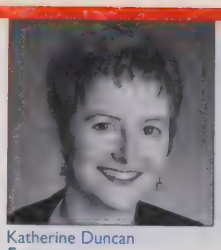
| | % |
|---|---|
| News | 8 |
| Regional Programs | 1 |
| Music/Arts | 90 |
| Spoken Word Performance | 1 |

Note: Based on a typical week of 168 hours, 1996–1997 season

To commemorate CBC's 60th Anniversary, English Radio collaborated with communities across Canada to plan celebrations and programming specials. These included a wealth of special programming, open houses and a multitude of community-based events. During the two-day open house held at the Canadian Broadcasting Centre in Toronto, more than 60,000 people turned up to attend the live broadcast of numerous shows and reminisce about 60 years of CBC programming.



Peter Tiefenbach
***Radio Concert Hall***
CBC Stereo



Katherine Duncan
***Encore***
CBC Stereo



Bill Richardson
***As You Like It***
CBC Stereo

## AUDIENCES

The spring 1997 BBM ratings showed substantial share increases for both the English Radio and Stereo networks.

Radio captured an 8.4% share of the English-speaking audience, up almost half a share point in six months and almost a full share point from a year ago. In fact, it is the best performance achieved by the network since spring 1992.

CBC Stereo's share increased by half a share point, to 3.4% over the fall 1996 survey, to reach its second highest share performance in recent years.

The two services combined reached almost 3.5 million people, or 17% of the anglophone population of Canada.

AUDIENCE SHARES, CBC ENGLISH RADIO/STEREO

| | Spring 95 % | Fall 95 % | Spring 96 % | Fall 96 % | Spring 97 % |
|---|---|---|---|---|---|
| Radio | 7.8 | 7.8 | 7.5 | 8.0 | 8.4 |
| Stereo | 3.6 | 3.3 | 3.2 | 2.9 | 3.4 |
| Radio/Stereo | 11.4 | 11.1 | 10.7 | 10.9 | 11.8 |

Note: Based on anglophone listening in areas serviced by a CBC station
*Source: CBC Research (BBM)*

## NEW MEDIA

In the area of new media, CBC Radio continued to expand its site on the Internet and launched 24-hour live online audio of CBC Radio and CBC Stereo services. Thanks to this new technology, listeners worldwide can now tune in to CBC Radio live. *(See also* New Media, New Services, *p. 32).*

## STRATEGIC DIRECTIONS

By April 1998, English Radio's annual operating expenditures will be significantly less than in April 1995. About one third of the budget cuts are being achieved through the introduction of new work methods, new technology and organizational changes. The other two-thirds involve changes to programming. The new budget level reflects the federal government's infusion of $10 million per year in additional funding for the CBC's English-and French-language radio services, $6 million of which was directed to English Radio.

To streamline management and improve efficiency, information programming, including current affairs and features, was consolidated into one department.

The two complementary national networks, CBC Radio and CBC Stereo, are being maintained. However, both schedules will undergo substantial changes in September 1997.

At the local and regional levels, no stations were closed, and all local/regional time periods have been maintained, although there will be regional consolidation of local programming in some parts of the country.

Regional reflection on the networks remains a priority. An important development which began in 1996–1997, one that will be expanded in the coming year, is to integrate local, regional and national information more fully throughout the day and week.



Jean Racine
***Le Dépanneur***
French AM Radio



Louise Chartrand
***Tout ça pour une chanson***
French AM Radio



René Homier-Roy
***C'est bien meilleur le matin***
French AM Radio

# FRENCH RADIO HIGHLIGHTS

## SCHEDULE CHANGES, SPECIALS

Both summer and regular season programming set aside plenty of air time for the CBC's celebration of its 60th anniversary across the country. Several celebratory events and specials were presented in cooperation with CBC English Radio.

In order to reflect the regions to the country, an increasing number of network programs were regionally-produced. For example, from Sept-Îles, airing of the midnight mass in Montagnais enabled listeners throughout the country to be introduced to Innu culture.

SCHEDULE BREAKDOWN BY PROGRAM TYPES

| CBC French AM Radio | % |
|---|---|
| News | 15 |
| Regional Programs | 24 |
| Music | 12 |
| Current Affairs | 8 |
| Culture and Society | 19 |
| Religion, Reflection, Science, Economy, Youth | 11 |
| Sports | 11 |

| CBC French FM Stereo (la Chaîne culturelle) | % |
|---|---|
| Music | 76 |
| Culture | 10 |
| Literature, Theatre, History, Cinema | 8 |
| News | 6 |

Note: Based on a typical week of 168 hours, fall 1996.

New programs added to the AM schedule for the 1996–1997 season included:

- *Le Dépanneur*, a daily magazine on consumer, health and environmental issues, hosted by Jean Racine;
- *C'est bien meilleur le matin* (CBF), seven hours of general and cultural information with René Homier-Roy, Saturday and Sunday mornings; and
- *Tout ça pour une chanson*, with host Louise Chartrand, an opportunity for young performers to be heard throughout the country.

New FM Stereo programs included:

- *Le Quai des livres*, a review of francophone literature in Canada, with host Serge Bureau;
- *Coup de théâtre*, interviews with playwrights and creators involved in theatre, with host Winston McQuade;
- *Liaisons torontoises*, a look at artistic and cultural activities, mainly in Toronto, and occasionally from other parts of the country;
- *Séries diverses*, a selection of high quality radio documentaries.

As always, French Radio recorded numerous artistic and cultural events, such as book fairs, festivals and theme days, in addition to organizing and airing competitions designed to foster development of Canadian talent.



Winston McQuade
***Coup de théâtre***
French FM Stereo
(la Chaîne culturelle FM)



Serge Bureau
***Le Quai des livres***
French FM Stereo
(la Chaîne culturelle FM)



Marie-Andrée Michaud
***Liaisons torontoises***
French FM Stereo
(la Chaîne culturelle FM)

AUDIENCE SHARES, CBC FRENCH RADIO/STEREO

| | Spring 95 % | Fall 95 % | Spring 96 % | Fall 96 % | Spring 97 % |
|---|---|---|---|---|---|
| Radio | 6.7 | 6.7 | 6.2 | 6.0 | 6.6 |
| Stereo | 2.8 | 3.0 | 2.6 | 2.5 | 3.1 |
| Radio/Stereo | 9.5 | 9.7 | 8.8 | 8.5 | 9.7 |

Note: Based on francophone listening in areas serviced by a CBC owned station

*Source: CBC Research (BBM)*

## AUDIENCE SHARES

Results of the Spring 1997 BBM surveys showed substantial increases in the shares of both the AM and FM networks.

The AM network obtained a 6.6% share of the francophone audience, up more than half a share point from fall 1996, and the FM network showed its best performance ever, with 3.1%.

## PARTNERSHIPS, NEW MEDIA

French Radio created a new department, Diversification and Partnerships, to demonstrate its openness to outside partnerships. This initiative gave rise to several collaborative efforts, including the Bourse Yves-Thériault, intended to promote the development of writing for radio, in cooperation with the Théâtre d'aujourd'hui.

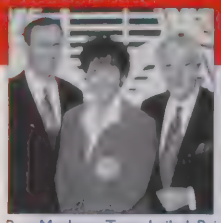
By becoming available on the Internet with live broadcasts, French Radio has clearly declared its intention to be part of the new media scene. *(See* New Media, New Services, *p. 32)*

## STRATEGIC DIRECTIONS

In order to reduce the impact of the budget cuts on its regional services, French Radio undertook an administrative reorganization that enabled it to maintain a local presence in all the regions, seven days a week. It also plans to enrich journalistic coverage and program content, and to maintain or increase the presence of the regions on the national networks.

With regard to the networks, French Radio reiterated its intention to maintain two networks—cultural and general interest—and to accentuate the distinct role of each one.

So as to ensure greater synergy among producers, French Radio amalgamated management of the AM network, the FM Stereo network and the regions.



Ron MacLean, Terry Leibel, Brian Williams hosts, ***Summer Olympics*** in Atlanta



Brooke Johnson
***Dangerous Offender***



Gabriel Hogan, Larisa Laskin, Jeremy Ratchford
***Peacekeepers***

# ENGLISH TELEVISION HIGHLIGHTS

## SCHEDULE CHANGES, SPECIALS

As announced last year, English Television proceeded with the Canadianization of its prime time schedule, and replaced 2.5 hours per week of American network programs. New Canadian series introduced in the schedule included:

- *Wind At My Back*, a drama series about a young mother struggling to keep her family together in the harsh 1930s;
- *Black Harbour*, a drama series about a woman returning to her native Nova Scotia due to a family crisis;
- *Gullages*, a comedy and drama series set at a taxi stand in St. John's, Newfoundland;
- *The Newsroom*, a comedy series set in a big-city television newsroom; and
- *Life and Times*, a series of portraits of well-known Canadians.

Another key element in the Canadianization process was the creation of a highly successful Canadian comedy lineup on Monday nights featuring *Royal Canadian Air Farce*, *Just for Laughs*, *This Hour Has 22 Minutes* and *The Newsroom*.

As in past years, the Sunday evening 8 to 10 period featured a strong mix of Canadian movies, mini-series, variety specials and documentaries including:

- *The Arrow*, a four-hour mini-series tracing the story of Canada's attempt to build a leading edge jet warplane;
- *Giant Mine*, a movie based on a neighbour against neighbour strike at a Yellowknife mine;
- *Dangerous Offender*, a movie about the first Canadian woman sentenced as a dangerous offender;
- *Peacekeepers*, a movie about Canadian troops on a peacekeeping mission in Croatia;
- *Dawn of the Eye*, a CBC/BBC documentary series tracing the evolution of the news camera.

English Television's coverage of the Centennial Olympic Games in Atlanta, July 19 to August 4, 1996, averaged 14 hours a day for 17 consecutive days. This main network coverage was supplemented by special highlights packages on CBC Newsworld. The quality and style of the coverage were critically acclaimed and this enthusiasm was reflected in the size of the audiences. This major success also helped boost confidence and morale for the service and its employees.

In addition, both the *Olympics* and the successful *World Cup of Hockey* series were used to promote the new Canadian programs of the regular 1996–1997 season.

## CANADIAN CONTENT

As in past years, CBC is still the only English language Canadian broadcaster which schedules a significant amount of Canadian programming in prime time.

With the Canadianization of the prime time schedule in fall 1996, prime time Canadian content during the regular season reached 88%. For fiscal year 1996–1997, average prime time Canadian content rose to 85%, up two points from last year.

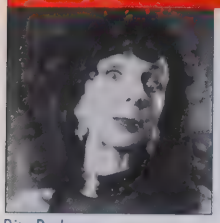
CANADIAN CONTENT, CBC ENGLISH TELEVISION
Season to the end of March (%)

| | 95–96 | 96–97 |
|---|---|---|
| Full day | 62 | 65 |
| Prime Time (7–11 p.m.) | 84 | 88 |

Note: Excluding special CRTC credits
*Source: CBC Research*

## AUDIENCES

Despite important budget reductions and the replacement of popular prime time American series with new Canadian programs in fall 1996, average prime time audiences for the regular season were maintained.



Rita Rudner
***Just For Laughs***



Cynthia Belliveau
***Wind At My Back***



Tanya Allen, Peter Keleghan, Ken Finkleman, Karen Hines, Mark Farrell
***The Newsroom***

It is also encouraging to see that, despite the continuing introduction of new services competing for viewer attention, English Television increased its prime time audience share from 11.7% to 12.8% for fiscal year 1996–1997. This increase is due in part to the critically acclaimed coverage of the *Summer Olympics* in Atlanta and the *1996 World Cup of Hockey*.

PRIME TIME AUDIENCE SHARES, ALL ENGLISH SERVICES

April–March, 7–11 p.m. (%)

| | 95–96 | 96–97 |
|---|---|---|
| CBC Television | 11.7 | 12.8 |
| Other non-pay Canadian | 44.0 | 42.6 |
| Pay/Specialty* | 19.6 | 19.6 |
| U.S. | 24.8 | 24.3 |

* Including Newsworld

*Source: CBC Research (A.C. Nielsen)*

TOP CANADIAN PROGRAMS, ENGLISH TELEVISION

Season to the end of March 1997

| | Average Audience (000) |
|---|---|
| Grey Cup Game 96 | 3,429 |
| 1996: Year of the Farce | 2,273 |
| World Cup Hockey | 2,074 |
| This Hour Has 22 Minutes (New Year's Eve Special) | 1,838 |
| Dangerous Offender | 1,621 |
| Dave Broadfoot | 1,613 |
| Martini and Underhill | 1,561 |
| Juno Awards | 1,467 |
| Labatt Brier | 1,444 |
| Promise the Moon | 1,433 |

Note: All programs are specials

*Source: CBC Research (A.C. Nielsen)*

## NEW VENTURES, NEW MEDIA

Partnering has become standard procedure for much of English Television's programming. The growth of the Canadian independent production sector has expanded opportunities, and the active participation of Telefilm Canada, the provincial film development agencies and the Cable Production Fund has accelerated the trend. The government's special funding of the consolidated Canada Television and Cable Production Fund, announced in 1996–1997, was welcome support.

High profile international coproductions include the movie *Lyddie* (with BBC), and the mini-series *Ekhaya* (with the South African Broadcasting Corporation). The children's program *Wimzie's House*, introduced in October 1996, is a cross-cultural initiative between CBC's French and English television networks.

Program units across the main network and CBC Newsworld extended their use of Internet to provide additional information to viewers and gather reactions to programs. *(See also* New Media, News Services, *p. 32)*

## STRATEGIC DIRECTIONS

The overall strategy for English Television, approved by the Board of Directors, requires that English Television complete both its outstanding financial reductions and the Canadianization process begun in 1996–1997.

Realization of this strategy involves some delicate balancing because the reductions are substantial and replacement of the remaining 1,000 hours or so per year of commercially successful American programming in the daytime schedule will be costly.

However, the critical and audience successes of the 1996–1997 prime time schedule provided clear evidence that Canadians want and will support a public broadcasting service that is truly Canadian. Currently, the Canadianization process is scheduled for completion by fall 1998.



Chantal Fontaine
*Virginie*



Catherine Sénart
*Marguerite Volant*



Patrice L'Écuyer
*L'Écuyer*

# FRENCH TELEVISION HIGHLIGHTS

## SCHEDULE CHANGES, SPECIALS

In fall 1996, 21% of the schedule consisted of new programs including:

- the daily series *Virginie*, which depicts the busy life of a high school teacher;
- the major drama series *Marguerite Volant*, set in the New France of 1763–1765;
- the weekly in-house drama *Bouscotte*, the stormy saga of two contemporary families in the Lower St. Lawrence area; and
- the arts magazine *Vie d'artiste*, which focuses entirely on artists.

Several memorable events were given special coverage on the basic network and the Réseau de l'information. For instance, 204 hours were dedicated to the Olympic Games in Atlanta. The opening ceremony alone drew an audience of 1.4 million.

On two occasions, the five French-language television broadcasters joined forces to present *Tous unis contre le SIDA*, a variety show interspersed with individuals' personal stories, and *De concert avec le Saguenay*, a benefit concert to raise funds for flood victims in northeastern Quebec. This broadcast drew 1.1 million viewers.

TOP CANADIAN PROGRAMS, CBC FRENCH TELEVISION
Season to end of March 1997

| | Average Audience (000) |
|---|---|
| La Petite Vie | 2,414 |
| Bye Bye 96[1] | 2,184 |
| Urgence II | 1,783 |
| Gala de l'ADISQ[1] (BD*) | 1,352 |
| Sous un ciel variable | 1,318 |
| Les Orphelins de Duplessis[1] (BD*) | 1,312 |
| 4 et demi | 1,280 |
| Les Héritiers Duval | 1,259 |
| Céline Dion[1] (BD*) | 1,240 |
| Bouscotte | 1,219 |

Special

[1] Les Beaux Dimanches

Source: CBC Research (A.C. Nielsen)

## CANADIAN CONTENT

CBC French Television still offers more Canadian programs than other francophone broadcasters. This year, Canadian content remained steady at 84% during prime time and 76% for the day overall. CBC French Television also distinguishes itself from other conventional broadcasters by the type of programming it offers.

PROGRAM MIX, CONVENTIONAL FRENCH TELEVISION BROADCASTERS

| Broadcast by Program Types (%) | R-C | TVA/TQS |
|---|---|---|
| Youth | 71 | 29 |
| Canadian Drama | 64 | 36 |
| Magazines | 53 | 47 |
| Arts, Culture, Documentaries | 49 | 51 |
| Variety, Games | 48 | 42 |
| Sports | 45 | 55 |
| News | 35 | 65 |
| Talk-shows | 24 | 76 |
| Movies | 22 | 78 |
| Foreign Programs | 21 | 79 |
| Analysis, Commentary | 20 | 80 |
| Infomercials, other | 0 | 100 |

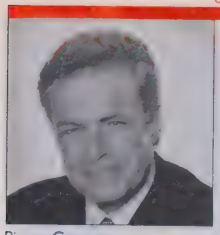
Note: Based on a typical week, fall 1996

## AUDIENCES

French Television's share of francophone viewing over the full day increased nearly 2 percentage points, from 19.0% in 1995–1996 to 20.7% in 1996–1997.

In response to diminishing audiences in recent years, French Television altered its daytime network programming schedule to include repeats, beginning in January 1997, of three popular television serials, *Les Belles Histoires des pays d'en haut*, *Poivre et sel* and *Marilyn*. Also, programs for preschoolers were moved from 9 a.m. to 3 p.m. This proved to be a winning strategy; French Television's share between 9 a.m. and 5 p.m. increased from 13% in fall 1996 to 20% in winter 1997.

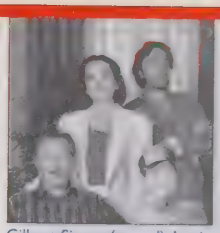
French Television's prime time audience share increased from 23.5% to 24.9%. The comedy *La Petite Vie* attracted



Pierre Granger
***Ce soir*** in Ontario/Outaouais



Jean-Pierre Masson and Andrée Champagne
***Les Belles Histoires des pays d'en haut***



Gilbert Sicotte(seated), Louise Laprade, Yves Soutière and (front) Julien B. Pelletier
***Bouscotte***

as keen a following as ever, with average audiences of 2.6 million for new episodes and 2 million for episodes aired for the third time. Apart from the six most popular drama series—four of which are in-house productions—listed in the table on the preceding page, *Marguerite Volant* attracted an average audience of 1.1 million, the consumer magazine *La Facture* nearly doubled its audience and *L'Écuyer* was first among all talk-shows on French television stations.

PRIME TIME AUDIENCE SHARES
Among francophone viewing
7–11 p.m., April – March (%)

| | 95–96 | 96–97 |
|---|---|---|
| Radio-Canada | 23.5 | 24.9 |
| Other French non-pay | 46.1 | 45.5 |
| French Pay/Specialty* | 10.6 | 10.5 |
| English Services | 17.9 | 17.1 |
| Others | 1.9 | 2.1 |

*Including RDI
*Source: CBC Research (A.C. Nielsen)*

## NEW PARTNERSHIPS

In order to provide all francophones in Canada a broader range of youth and cultural programs, CBC French Television reached an agreement with Télé-Québec. The agreement provides for the pooling of financial resources, access to shared inventories and harmonized program schedules.

CBC French and English Television, TSN and RDS concluded an agreement that ensures production and broadcast for the next three years of Canada's Formula 1 Grand Prix race in Montreal. French Television, chosen as host broadcaster, will produce the telecast.

In order to strengthen regional CBC French Television production, a number of initiatives were taken to promote partnerships with regional producers. By the end of the fiscal year, several projects were already under way, including two Ontario series, the magazine *Vie de chalet* and *Chez nous*, which features new Canadian talent and the arts scene.

French Television's association with francophone television broadcasters in the international TV5 service has extended distribution of its programs to some 100 countries on five continents. As a result, Radio-Canada's presence in the various TV5 schedules increased from 1,296 hours in 1995–1996 to 1,757 hours in 1996–1997.

## STRATEGIC DIRECTIONS

As a result of the overall reduction in resources, French Television reviewed its activities, operations and organization at both the network and regional levels.

The network continues to give priority to strong cross-Canada news and information, solidly anchored in the regions.

The regional teams still produce reports and information programs for the networks, local and regional public debates, and specials marking major events in their communities. However, regional stations, except the Québec City one, now produce fewer series for the networks. In the West, the four *Ce soir* news and current affairs programs were maintained, but production methods were streamlined.

In order to meet the different needs of Ontario and Quebec audiences, the Ottawa station airs two separate newscasts during the first 20 minutes of the one-hour *Ce soir*.

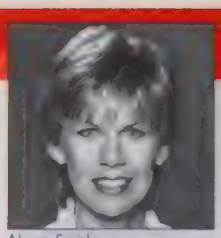
In Acadia, the Moncton station has maintained its infrastructures for producing regional and network programs, but its facilities will be opened to independent producers.

Nationally, news programs, formerly free of advertising, will now be open to the sale and broadcast of commercials, thus ending a long tradition. French Television also plans to broaden its collaboration with independent producers and to define its strategy more clearly, as both producer and broadcaster.

■ ■ ■



Michael Ignatieff
*Ignatieff*



Alison Smith
*The Lead*



Pamela Wallin
*Pamela Wallin Live*

# NEWSWORLD HIGHLIGHTS

## SCHEDULE CHANGES, SPECIALS

Newsworld was Canada's exclusive Olympic cable network in Atlanta, broadcasting more than 102 hours of live programming including hourly 15-minute highlight packages plus live phone-in programs and news shows. Newsworld also provided live coverage of the Atlanta bombing during the Games.

Other major events covered this year include the Federal Budget, the Somalia Inquiry, the homecoming of double Olympic gold medalist Donovan Bailey and coverage of the funeral of China's Deng Xiaoping.

Political satire came to Newsworld in the fall of 1996 with the debut of the popular *Royal Canadian Air Farce* and *This Hour Has 22 Minutes* scheduled back-to-back on Tuesday night between 10 and 11 p.m. This new hour of programming, also aired on Sunday night, kept viewers up-to-date with weekly politics and news with an edge. In March 1997, the Canadian Radio-television and Telecommunications Commission ordered Newsworld to remove the two programs from the schedule. The network has applied to amend its licence in order to carry the programs next fall.

Newsworld continued to strengthen its sports presence, launching the 30-minute *National Sports on Sunday*, an addition to the network's popular nightly sports show, *National Sports*, with Tom Harrington.

On weekends, the network launched *Ignatieff*, a wry and insightful half-hour talk-show produced by the network in London and hosted by well-known author and critic Michael Ignatieff.

Newsworld partnered with Canadian Geographic Magazine to produce *Geographic Journal*, a one-hour documentary special that took viewers on a journey of discovery across Canada.

Returning series included popular shows such as *Pamela Wallin Live*, *The Lead*, *The National*, *Sunday Morning Live* and the noon hour phone-in show *Benmergui Live*.

On July 3, 1996, Newsworld launched "Newsworld Online," Canada's first television news service with real-time video on the Internet. *(See* New Media, New Services, *p. 32.)*

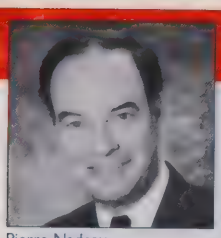
The Federal Budget was Newsworld Online's first multimedia coverage of a major news event, registering over 200,000 hits during a 24-hour period, a 500% increase in the Website's normal hourly traffic.

## AUDIENCES

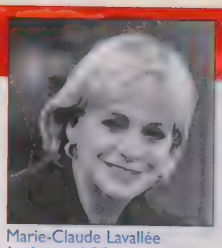
Newsworld continues to prosper in the face of increased competition and business pressures. The average weekly reach for the 1996–1997 season was seven million viewers with a share of audience at 1.2%.

## DISTRIBUTION

Reaching over 7.4 million cabled homes, CBC Newsworld is available more widely than any other cable network in Canada.



Pierre Nadeau
*Le Journal du siècle*



Marie-Claude Lavallée
*Le Journal RDI*



Jimena Vergara
*Trajectoires*

# RÉSEAU DE L'INFORMATION HIGHLIGHTS

## SCHEDULES CHANGES, SPECIALS

The Réseau de l'information is the first French-language all-news network in America. Around the clock, seven days a week, RDI airs newscasts every hour on the hour, and headlines on the half-hour. Roughly one-third of its daily air time is dedicated to 10 newscasts produced in French from over 32 Canadian locations.

Last year, RDI aired more than 500 live specials covering major events of interest to Canadians, at home and abroad.

For example, the Réseau de l'information was recognized as the major source of news and information during the floods in the Saguenay area and northeastern Quebec. It achieved a market share of 5.6% and a reach of 3.1 million viewers, whereas its average market share is 2.2% and its reach, 2.5 million.

Other events that received special coverage included the explosion of TWA flight 800, as well as the funeral of former Quebec Premier Robert Bourassa.

To answer viewer needs, RDI continues to offer a daily wrap-up of the day's news at 9 p.m., in a revamped edition of *Le Journal RDI*, anchored by Marie-Claude Lavallée, from Monday to Friday, and by Claudine Bourbonnais, on Saturdays and Sundays.

Every evening at midnight, RDI now presents a repeat of *Le Téléjournal*, and once a week, viewers can tune in to *Le Journal du siècle*, a review of major events of the last few decades.

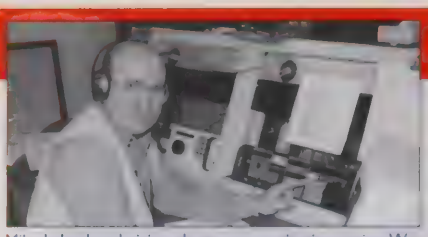
RDI also helps to develop and promote Canadian artists through regular programs such as *Entrée des artistes*, *Montréal en spectacle*, *Espace libre* (Ontario/Outaouais) and *Trajectoires* (Atlantic). In addition, RDI entered in a partnership with the Conseil québécois du théâtre to promote francophone theatre.

## NEW MEDIA

In addition to ensuring a daily presence on the Internet, RDI is now available on PC throughout Canada. *(See* New Media, New Services, *p. 32)*

## DISTRIBUTION

RDI is now accessible to 6.75 million cable subscribers in Canada, that is, 1.75 million in Quebec and 5 million outside.



Mike Jadayel, technician, shortwave monitoring station, West Carleton.

# RADIO CANADA INTERNATIONAL HIGHLIGHTS

Radio Canada International is Canada's voice abroad. In operation for over half a century, RCI is mandated to increase international awareness of Canada and reflect the Canadian identity and regional diversity.

## PROGRAMMING

In 1996–1997, Radio Canada International broadcast on shortwave 182.5 hours of programming per week, in seven languages (English, French, Arabic, Chinese, Russian, Spanish and Ukrainian) to North and South America, the Caribbean, Africa, the Middle East, Europe, Asia, Ukraine and the other countries of the former Soviet Union.

On a weekly basis, RCI's programming is made available in different locations around the world, as follows: 28 hours in English and 7 hours in French to Latin America, 45.5 hours in English and 26.5 hours in French to the Caribbean, 43 hours in English and 24 hours in French to the United States; 16.5 hours in English and 20 hours in French to Europe; 14 hours in English and 17.5 hours in French to Africa; 14 hours in English and 7 hours in French to Asia and the Indian subcontinent; and 17.5 hours in English and 21 hours in French to the Middle East.

Material specifically targeted for Canadians abroad, consisting of the most popular CBC-Radio-Canada network programs, was broadcast to all target areas and totalled 43 hours a week in English and 17 hours a week in French. Each week, RCI also broadcast 14 hours in Russian, 14 hours in Ukrainian, 7 hours in Chinese (Mandarin), 1/2 hour in Cantonese, 9.5 hours in Spanish, 10.5 hours in Arabic, and 5 hours in Creole to Haiti.

In addition, RCI provided 24-hour a day multilingual satellite services to Europe (Eutelsat-Hotbird), Africa (Intelsat 707), Asia (AsiaSat 2), and started a similar service on PanAmSat 3 for South America in spring 1997. Besides home reception, many broadcasters downlink portions of the satellite service and rebroadcast it in real time on their local domestic stations.

RCI also instituted an Internet service in all its broadcast languages along with Realaudio. (*See* New Media, New Services, p. 32)

RCI provided English and French language lessons based on the Canadian reality to dozens of radio stations in Russia, Ukraine and other former Soviet republics, China, Arab countries, Vietnam, Cambodia, Laos, and to stations in most Latin American countries.

RCI also sent Canadian recorded 'pop' music to nearly 300 stations around the world, and recorded programming material in seven languages to another 200 or more stations. RCI coproduced a series of programs for broadcast on the national domestic network in China with an estimated audience of more than 200 million, becoming the only foreign broadcaster actually allowed to broadcast from within China.

Reflecting its long relationship with the Department of National Defence, RCI continued to provide 24-hour satellite radio service for Canadian Forces in the Golan Heights, Croatia and Bosnia, Haiti, and NATO bases in Germany, Belgium, and the Netherlands. Programming featured material from the CBC's French and English domestic networks, live coverage of hockey, baseball and football games and the daily RCI-produced *Report to Peacekeepers/Magazine des Casques Bleus*, which was also broadcast on shortwave for other military personnel, such as sailors on duty in the Adriatic off the former Yugoslavia and others off Haiti, outside the Department of National Defence bases.

## FUNDING

Radio Canada International again narrowly escaped closure this year. On December 6, 1996, because the one-year Government/CBC cost-sharing agreement for funding RCI was nearing its end and had not been renewed, layoff notices were issued to all RCI employees effective April 1, 1997. On December 12, however, those notices were withdrawn with the announcement from the government that it would provide funding for RCI for 1997–1998.

## CBC'S MISSION ... IN 1996–1997

*"The Canadian Broadcasting Corporation is a public resource, owned by all Canadians.*

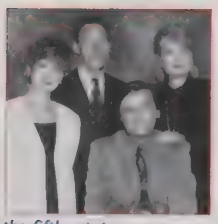
*Our services, in English and in French, inform, enlighten and entertain.*

*We contribute to Canadians' shared national consciousness by celebrating Canada's cultural and regional diversity, building bridges between our official language communities and helping our citizens take full part in the country's life.*

*We create, procure and present distinctive high quality Canadian programs and offer the best from around the world."*

*The following examples illustrate how our media services carried out CBC's mission in the course of the year.*

*"Our services, in English and in French, inform, enlighten and entertain..."*



***the fifth estate***
Weekly investigative journalism series.
Hosts: Francine Pelletier, Linden MacIntyre, Victor Malarek, Trish Wood.
(English TV)



***Between the Covers***
Reading program featuring contemporary Canadian novels and short stories.
Host: Marjorie Doyle.
(English Radio)



***La Petite Vie***
The most popular comedy series in the history of French television
Starring: Serge Thériault and Claude Meunier
(French TV)



***This Hour Has 22 Minutes***
Award-winning satirical series.
Hosts: Greg Thomey, Mary Walsh, Rick Mercer, Cathy Jones.
(English TV)



***275-Allô***
Daily phone-in program for listeners aged 6 to 14.
Host: Michel Mongeau.
(French Radio)



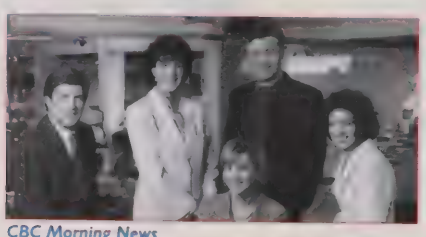
***Music Alive***
Performances by Canada's leading orchestras, chamber ensembles and soloists.
Host: Olga Milosevich.
(English Stereo)



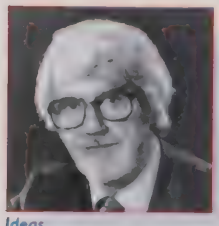
***La Facture***
Weekly consumer magazine.
Host: Gilles Gougeon.
(French TV/RDI)



***Les Décrocheurs ... d'étoiles***
Thought-provoking ideas, new lifestyles.
Host: Michel Garneau
(La Chaîne culturelle)

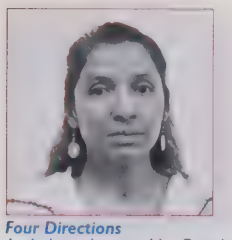


***CBC Morning News***
The latest on what's happening in Canada and around the world.
Hosts: Bill Cameron, Joanne Stefanyk, Norma Lee MacLeod, Jordi Morgan, Colleen Jones.
(English TV/Newsworld)



***Ideas***
Daily thought-provoking program on social issues, history, culture, biography, science and art
Host: Lister Sinclair
(English Radio)

*"...We contribute to Canadians' shared national consciousness by celebrating Canada's cultural and regional diversity, ..."*



***Four Directions***
Anthology about and by Canadian native people. Herewith, Monique Mojica, in "Hero."
(English TV)



***The Great Eastern***
Newfoundland's cultural magazine on the national network.
Host: Paul Moth.
(English Radio)



***L'Accent francophone***
Weekly magazine for and about francophone communities outside Quebec.
Host: Josée Guérin
(French TV/RDI)



***The Arts Report***
Up-to-the-minute coverage of the arts in Canada and abroad.
Host: Michael Crabb.
(English Radio/Stereo)



***L'Heure de pointe***
Daily current affairs and general information program produced and broadcast by French Radio in Manitoba.
Hosts: Vincent Dureault and Monique LaCoste.



***Faut se parler***
National phone-in program on current Canadian issues.
Host: Jacques C. Bertrand.
(French Radio)



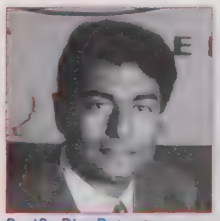
***Les Jeux de l'Acadie***
Coverage of opening and closing ceremonies.
Hosts: Jean-Philippe Perretti and Chantal Saucier.
(French TV)



***Espace libre***
Coverage of the arts in the francophone communities of Ontario
Host: Julie Huard
(RDI)



***Maritimes Tonight***
Daily regional late news program.
Host: Mary Jane Webber; sportscaster, Bruce Rainnie.
(English TV)

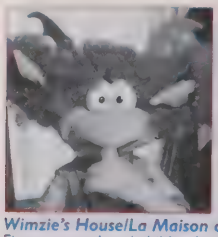


***Pacific Rim Report***
Business and news magazine reflecting the Pacific Rim.
Host: Ian Hanomansing
(Newsworld)

*"...building bridges between our official language communities..."*



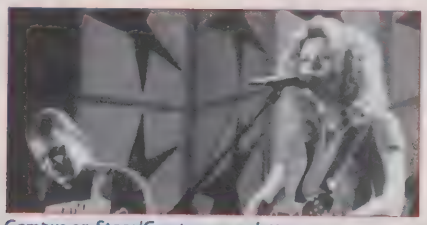
***Courants du Pacifique***
A reflection of the cultural vitality in British Columbia. Host: Joyce Janvier. (RDI)



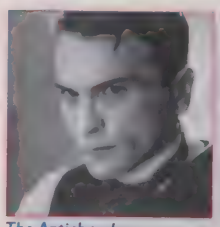
***Wimzie's House/La Maison de Ouimzie***
First cross-cultural children's programming initiative between CBC's French and English television networks.



***A propos***
The best recordings from francophone Canada, with special emphasis on the Quebec music scene. Host: Jim Corcoran (English Radio)



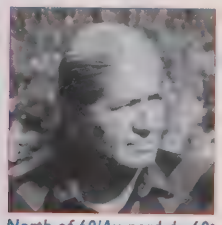
***Campus on Stage/Campus en vedette***
Nation-wide talent competition for university students. (English Television/French Television)



***The Antichamber***
An innovative portrait of multimedia artist Michel Lemieux (English TV)



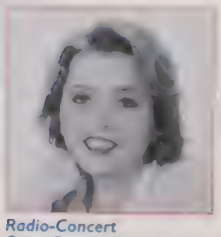
***Grands Reportages***
Documentaries from various sources. Host: Michaelle Jean. (RDI)



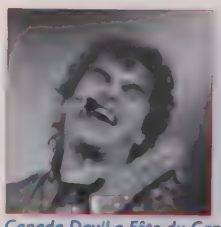
***North of 60/Au nord du 60e***
Popular drama series set in the Northwest Territories. Above: Gordon Tootoosis. (English TV/French TV)



***Governor General's Performing Arts Awards/ Les Prix du Gouverneur général pour les arts de la scène***
Annual tribute to Canadian artists. Host of 1996 edition: André-Philippe Gagnon (English TV/French TV)

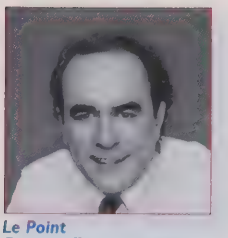


***Radio-Concert***
Great Canadian orchestras and ensembles, live from various concert halls across the country. Host: Françoise Davoine. (La Chaine culturelle)



***Canada Day/La Fête du Canada***
Singer Michel Pagliaro, one of many Canadian artists taking part in these celebrations. (English TV/French TV)

*"...and helping our citizens take full part in the country's life. ..."*



***Le Point***
Current affairs reporting and analysis magazine presented five times a week.
Host: Jean-François Lépine.
(French TV)



***The House***
Weekly examination of Canadian politics offering a unique view of national issues.
Host: Jason Moscovitz.
(English Radio)



***The National Magazine***
Daily flagship information program featuring interviews and documentaries.
Host: Hana Gartner.
(English TV)



***Cross Country Checkup***
National weekly open-line program.
Host: Rex Murphy.
(English Radio)



***Maisonneuve à l'écoute***
Interviews with important people and a national open-line on current issues across the country.
Host: Pierre Maisonneuve.
(RDI)



***Early Edition***
Daily comprehensive news and information program.
Host: Anne Petrie.
(Newsworld)



***Les Affaires et la vie***
Weekly magazine on Canadian economics.
Host : Francine Plourde.
(French Radio)



***Dimanche-magazine***
Reports and features on current affairs in Canada and abroad
Host: Ginette Lamarche.
(French Radio)

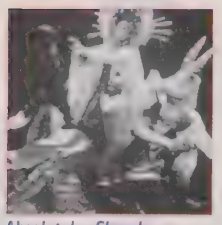


***On the Line with Patrick Conlon***
Controversial phone-in program inviting Canadians to participate in the news-making process.
(Newsworld)



***Town Hall Meeting with the Prime Minister***
Host Peter Mansbridge with the Prime Minister of Canada, Jean Chrétien.
(English TV)

*"...We create, procure and present distinctive high quality Canadian programs and offer the best from around the world."*



***Absolutely...Shumka***
Edmonton's exhilarating Ukrainian Shumka Dancers.
(English TV)



***Horizons***
High quality documentaries, mainly from France and Great Britain
Host: Pierre Craig
(French TV)



***OnStage***
The best concerts from the current season in Europe
Host: Shelagh Rogers
(English Radio/Stereo)



***La Soirée des masques***
Annual gala celebrating theatrical creators and performers in Quebec.
Hosts: Linda Roy, Robert Brouillette.
(French TV)



***Les Années-lumière***
Weekly magazine on the latest scientific and medical developments in Canada and abroad.
Host: Yanick Villedieu.
(French Radio)



***As It Happens***
Current affairs program exploring a multitude of fascinating topics from Canada and around the world.
Hosts: Michael Enright, Barbara Budd
(English Radio)



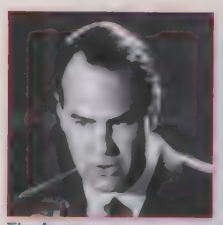
***Les Grands Romantiques***
Series of nine programs devoted to Liszt and Berlioz.
Host: Georges Nicholson.
(French TV)



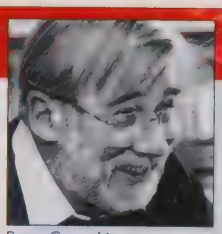
***Bêtes pas bêtes +***
Youth program on the fascinating world of animals.
Hosts: Sylvie Lussier, Pierre Poirier
(French TV)



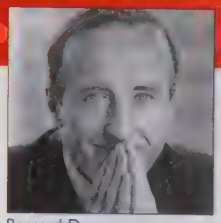
***The Passionate Eye***
International documentary series
Host: Catherine Olsen
(Newsworld)



***The Arrow***
The story of Canada's attempt to build a leading edge jet warplane
Starring: Dan Aykroyd
(English TV)



Peter Gzowski
***Morningside***
English AM Radio



Bernard Derome
***Le Téléjournal***
French Television

## NATIONAL AND INTERNATIONAL AWARDS

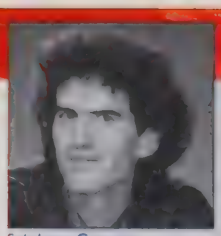
Again this year, CBC programs and personalities were honoured at home and abroad through hundreds of awards and prizes.

For instance:

- English Television received 46 Geminis from the Academy of Canadian Cinema and Television, an International Emmy for *September Songs: The Music of Kurt Weill* and a National News and Documentary Emmy for *Witness: The Plague Monkeys*.
- Fourteen Gémeaux were won by French Television in-house productions. In addition, 11 Gémeaux went to *Omertà*, an independent drama series, and the Gémeau Award for Multiculturalism was given to the mini-series *Steinberg*, both shown on French Television.
- Anne Panasuk, journalist, and Jean-Claude LeFloch, producer, won the Prix Judith-Jasmin for "Dix-huit ans de silence," presented on the weekly television program *Enjeux*. This story which raised doubt about the drowning of two Montagnais in the Moisie River also won the Television Award at the Media Human Rights Awards.
- The children's program *Bêtes pas bêtes* + won the Alliance for Children and Television's Prize for Excellence.
- English radio services received two Gold World Medals, three Silver World Medals and a Bronze World Medal at the New York Awards;
- The Michener Award for Meritorious Public Service Journalism was presented to Michael McAuliffe, English Radio News, for his coverage of the Somalia affair.
- Two Molson Prizes for Journalism were awarded to French Radio hosts: Dominique Payette for her series "Samedi matin à l'aréna," aired on *275-Allô*; and Yanick Villedieu for his feature on "Super expo-sciences Bell," broadcast on the weekly program *Les Années-lumière*. The Regroupement Loisirs du Québec awarded its first prize to Bertrand Noël for "Sur la même longueur d'ondes," also aired on *275-Allô*. In addition, Jacques Lacoursière, host of *J'ai souvenir encore*, Québec City, received the Pierre Berton Award given by the National Historical Society of Canada.
- Peter Gzowski, host of *Morningside*, became the first Canadian journalist to be honoured with a Personal Peabody Award. He was also presented with the Canadian Journalism Foundation Award by Governor General Roméo LeBlanc.
- Bernard Derome was honoured with the Prix Ovation, created especially for him by the International Association of Communications Professionals for the credibility he enjoys among the public after 25 years as host of *Le Téléjournal* on French Television.



Adrienne Clarkson
***Adrienne Clarkson Presents***
English Television



Stéphane Garneau
***Demain la veille***
French AM Radio

# NEW MEDIA, NEW SERVICES

CBC continues to expand its presence on the World Wide Web, reaching out to Canadians across the country and around the world. Over the last year, CBC has opened new Websites, integrated new technologies, and added numerous online discussion forums.

## RADIO SERVICES

On September 26, CBC Radio became the world's first public broadcasting network to offer its programs live on the Internet. Internet surfers can now tune in to CBC Radio and Stereo online, in English and French, by visiting the CBC homepage. The new service has generated tremendous positive response, particularly from Canadians abroad who appreciate the opportunity to stay in touch with what's going on back home.

English Radio also added numerous program sites including *Schubert-Brahms*, *Losing Paradise*, and *Dead Dog Café*.

French Radio set up a Webpage, *Les Bonnes Adresses Internet*, that provides highlights and links to useful Internet sites. Sites were also developed for the popular shows *Demain la veille*, *Les Portes du matin*, and *Les Années-lumière*.

RCI also instituted a 24-hour a day Internet service in all its broadcast languages. Program sound is available in real-time on "RealAudio," programs can be recalled for replay, and written news material is available and updated throughout each day.

## TELEVISION SERVICES

On July 3, 1996, CBC Newsworld launched Canada's first television news service with real-time video on the Internet. "Newsworld Online" features major news as it happens with reports, highlights and in-depth background information. This dynamic Internet site on the World Wide Web is also an in-depth and informative guide to CBC Newsworld; the site details Newsworld's live programming, productions, on-air talent, merchandising, corporate operations and management. It also provides a medium for Canadians to discuss the news of the day. Since its inception, Newsworld Online has been one of Canada's most popular sites.

English Television recreated its site to make it more user-friendly and added a number of new destinations including *Adrienne Clarkson Presents*, *Venture*, and *Man Alive*.

French Television continued to enrich its content and added a site covering both amateur and professional sports. This site gives scores and updates, and also provides background information and in-depth analyses.

Through the use of live video and audio, Internet surfers can also see and hear the antics of *Royal Canadian Air Farce*, get technology news from *Branché*'s video archives and satisfy their scientific curiosity at *Les Dossiers de Découverte*.

Since spring 1997, le Réseau de l'information (RDI) has been available on personal computer across Canada through DirectPC, a Telesat Canada digital information service. All that is needed to receive, live on the screen, the information broadcast daily on RDI is a 60 cm satellite dish, a communication card and compatible software. This service, the only one of its kind in French, is similar to the one offered by Newsworld.



Don Ferguson, John Morgan, Roger Abbott and Luba Goy
***Royal Canadian Air Farce***
CBC Radio/CBC Stereo/English Television

## BUILDING PARTNERSHIPS

Partnerships play an important role in new media development at CBC. Internally, cooperation between CBC media lines has led to the development of new Internet projects. Externally, the Corporation has received important development funds and expanded the reach of its content by working with private sector partners.

Over the summer, CBC teamed up with Southam to build Canada's first Olympic Website. This very successful site offered multimedia, games, athlete chat sessions, Olympic standings, and scheduling updates.

Other special projects included the construction of a Website for the B.C. election, special program sites for *The Arrow* and *Peacekeepers*, and Newsworld Online's exclusive multi-media coverage of the Federal Budget.

## AUDIENCE RELATIONS

Internet is increasingly used to obtain audience feedback on CBC and its programs. The CBC site also provides a forum for sharing thoughts, ideas and opinions. For example, *The National* set up a special discussion group on "Remaking Canada," and Radio-Canada Sports set up a live sports chat page.

Effective participation and feedback have also greatly increased through the use of electronic mail, message boards and feedback forms.

## CANADIANS CARE ABOUT CBC

The results of a national survey conducted by Louis Harris Canada[1] in November 1996 reveal that Canadians care very much about the CBC.

The majority of the 2,000 respondents, chosen to represent Canadians across Canada, felt that CBC has good Canadian news coverage, promotes Canadian talent and is an important element of Canadian culture. Seventy-four percent also agreed that CBC's budget should be maintained or increased.

HOW CANADIANS FEEL ABOUT CBC
(Louis Harris Canada poll[1])

| | % of Canadians |
|---|---|
| **CBC Programming** | |
| CBC has good news coverage | 82 |
| Promotes Canadian talent | 74 |
| Important element of Canadian culture | 73 |
| Produces good quality programming | 72 |
| Presents fair and balanced reports | 72 |
| Covers issues and topics not covered by commercial broadcasters | 70 |
| **CBC Funding** | |
| Funding should be maintained at current level or increased | 74 |
| CBC should spend less on administration and more on programs | 70 |
| **Public Broadcasting in Canada** | |
| Very/Extremely important | 58 |

[1] A division of Thompson Lightstone & Co
Note: A complete report on this survey is available from Thompson Lightstone & Co. Ltd., Toronto

Tel.: (416) 922-1140,
Fax: (416) 922-8014,
E-mail: ivort@tdcl.com

# CBC OWNED AND AFFILIATED STATIONS

As of March 31, 1997

| ENGLISH TELEVISION | CHANNEL |
|---|---|
| **NEWFOUNDLAND** | |
| **CBC owned station** | |
| St. John's | CBNT 8 |
| **PRINCE EDWARD ISLAND** | |
| **CBC owned station** | |
| Charlottetown | CBCT 13 |
| **NOVA SCOTIA** | |
| **CBC owned station** | |
| Halifax | CBHT 3 |
| **NEW BRUNSWICK** | |
| **CBC owned station** | |
| Fredericton | CBAT-TV 4 |
| **QUEBEC** | |
| **CBC owned station** | |
| Montreal | CBMT 6 |
| **Private affiliated station** | |
| Quebec | CKMI-TV 5 |
| **ONTARIO** | |
| **CBC owned stations** | |
| Ottawa | CBOT 4 |
| Toronto | CBLT 5 |
| Windsor | CBET 9 |
| **Private affiliated stations** | |
| Kingston | CKWS-TV 11 |
| North Bay | CHNB-TV 4 |
| Peterborough | CHEX-TV 12 |
| Sault Ste. Marie | CJIC-TV 5 |
| Sudbury | CKNC-TV 9 |
| Thunder Bay | CKPR-TV 2 |
| Timmins | CFCL-TV 6 |
| **MANITOBA** | |
| **CBC owned station** | |
| Winnipeg | CBWT 6 |
| **Private affiliated station** | |
| Brandon | CKX-TV 5 |
| **SASKATCHEWAN** | |
| **CBC owned station** | |
| Regina | CBKT 9 |
| **Private affiliated stations** | |
| Prince Albert | CKBI-TV 5 |
| Swift Current | CJFB-TV 5 |
| Yorkton | CKOS-TV 5 |
| **ALBERTA** | |
| **CBC owned stations** | |
| Edmonton | CBXT 5 |
| Calgary | CBRT 9 |
| **Private affiliated stations** | |
| Lloydminster | CKSA-TV 2 |
| Medicine Hat | CHAT-TV 6 |
| Red Deer | CKRD-TV 6 |
| **BRITISH COLUMBIA** | |
| **CBC owned station** | |
| Vancouver | CBUT 2 |
| **Private affiliated stations** | |
| Dawson Creek | CJDC-TV 5 |
| Kamloops | CFJC-TV 4 |
| Kelowna | CHBC-TV 2 |
| Prince George | CKPG-TV 2 |
| Terrace | CFTK-TV 3 |
| **NORTHWEST TERRITORIES** | |
| **CBC owned station** | |
| Yellowknife | CFYK-TV 5 |

| FRENCH TELEVISION | CHANNEL |
|---|---|
| **NEW BRUNSWICK** | |
| **CBC owned station** | |
| Moncton | CBAFT 11 |
| **QUEBEC** | |
| **CBC owned stations** | |
| Montreal | CBFT 2 |
| Quebec | CBVT 11 |
| **Private affiliated stations** | |
| Jonquière | CKRS-TV 12 |
| Rivière-du-Loup | CKRT-TV 7 |
| Rouyn | CKRN-TV 4 |
| Sherbrooke | CKSH-TV 9 |
| Trois-Rivières | CKTM-TV 13 |
| **ONTARIO** | |
| **CBC owned station** | |
| Ottawa | CBOFT 9 |

MANITOBA

**CBC owned station**

| | |
|---|---|
| Winnipeg | CBWFT 3 |

SASKATCHEWAN

**CBC owned station**

| | |
|---|---|
| Regina | CBKFT 13 |

ALBERTA

**CBC owned station**

| | |
|---|---|
| Edmonton | CBXFT 11 |

BRITISH COLUMBIA

**CBC owned station**

| | |
|---|---|
| Vancouver | CBUFT 26 |

## ENGLISH RADIO

| | FREQUENCY |
|---|---|

NEWFOUNDLAND

**CBC owned stations**

| | |
|---|---|
| Corner Brook | CBY 990 KHZ |
| Gander | CBG 1400 KHZ |
| Goose Bay | CFGB-FM 89.5 MHZ |
| Grand Falls | CBT 540 KHZ |
| St. John's | CBN 640 KHZ |
| Labrador City/Wabush | CBDQ-FM 96.3 MHZ |

PRINCE EDWARD ISLAND

**CBC owned station**

| | |
|---|---|
| Charlottetown | CBCT-FM 96.1 MHZ |

NOVA SCOTIA

**CBC owned stations**

| | |
|---|---|
| Halifax | CBHA-FM 90.5 MHZ |
| Sydney | CBI 1140 KHZ |

NEW BRUNSWICK

**CBC owned stations**

| | |
|---|---|
| Fredericton | CBZ 970 KHZ |
| Fredericton/Saint John | CBD-FM 91.3 MHZ |
| Moncton | CBA 1070 KHZ |

**Private affiliated station**

| | |
|---|---|
| Woodstock | CJCJ 920 KHZ |

(Replaced by CBZW-FM 91.9 MHZ April 8, 1997)

QUEBEC

**CBC owned stations**

| | |
|---|---|
| Montreal | CBM 940 KHZ |
| Quebec | CBVE-FM 104.7 MHZ |

ONTARIO

**CBC owned stations**

| | |
|---|---|
| Ottawa | CBO-FM 91.5 MHZ |
| Sudbury | CBCS-FM 99.9 MHZ |
| Thunder Bay | CBQT-FM 88.3 MHZ |
| Toronto | CBL 740 KHZ |
| Windsor | CBE 1550 KHZ |

MANITOBA

**CBC owned stations**

| | |
|---|---|
| Thompson | CBWK-FM 100.9 MHZ |
| Winnipeg | CBW 990 KHZ |

SASKATCHEWAN

**CBC owned stations**

| | |
|---|---|
| La Ronge | CBKA-FM 105.9 MHZ |
| Regina | CBK 540 KHZ |

ALBERTA

**CBC owned stations**

| | |
|---|---|
| Calgary | CBR 1010 KHZ |
| Edmonton | CBX 740 KHZ |

BRITISH COLUMBIA

**CBC owned stations**

| | |
|---|---|
| Kelowna | CBTK-FM 88.9 MHZ |
| Prince George | CBYG-FM 91.5 MHZ |
| Prince Rupert | CFPR 860 KHZ |
| Vancouver | CBU 690 KHZ |

**Private affiliated station**

| | |
|---|---|
| Powell River | CHQB 1280 KHZ |

YUKON

**CBC owned station**

| | |
|---|---|
| Whitehorse | CFWH 570 KHZ |

NORTHWEST TERRITORIES

**CBC owned stations**

| | |
|---|---|
| Inuvik | CHAK 860 KHZ |
| Iqaluit | CFFB 1230 KHZ |
| Rankin Inlet | CBQR-FM 105.1 MHZ |
| Yellowknife | CFYK 1340 KHZ |

## FRENCH RADIO

| | FREQUENCY |
|---|---|

PRINCE EDWARD ISLAND

**CBC owned station**

| | |
|---|---|
| Charlottetown | CBAF-FM-15 88.1 MHZ |

NOVA SCOTIA

**CBC owned station**

| | |
|---|---|
| Halifax | CBAF-FM-5 92.3 MHZ |

NEW BRUNSWICK

**CBC owned station**

| | |
|---|---|
| Moncton | CBAF-FM 88.5 MHZ |

QUEBEC

**CBC owned stations**

| | |
|---|---|
| Chicoutimi | CBJ 1580 KHZ |
| Matane | CBGA 1250 KHZ |
| Montreal | CBF 690 KHZ |
| Quebec | CBV 980 KHZ |
| Rimouski | CJBR 900 KHZ |
| Sept-Îles | CBSI-FM 98.1 MHZ |

**Private affiliated stations**

| | |
|---|---|
| La Tuque | CFLM 1240 KHZ |
| Rouyn-Noranda | CHLM-FM 90.7 MHZ |
| Ville-Marie | CKVM 710 KHZ |

| | |
|---|---|
| ONTARIO | |
| **CBC owned stations** | |
| Ottawa | CBOF-FM 90.7 MHZ |
| Sudbury | CBON-FM 98.1 MHZ |
| Toronto | CJBC 860 KHZ |
| Windsor | CBEF 540 KHZ |
| MANITOBA | |
| **CBC owned station** | |
| St. Boniface | CKSB 1050 KHZ |
| SASKATCHEWAN | |
| **CBC owned station** | |
| Regina | CBKF-FM 97.7 MHZ |
| ALBERTA | |
| **CBC owned station** | |
| Edmonton | CHFA 680 KHZ |
| BRITISH COLUMBIA | |
| **CBC owned station** | |
| Vancouver | CBUF-FM 97.7 MHZ |

| ENGLISH FM STEREO | FREQUENCY |
|---|---|
| NEWFOUNDLAND | |
| **CBC owned station** | |
| St. John's | CBN-FM 106.9 MHZ |
| NOVA SCOTIA | |
| **CBC owned station** | |
| Halifax | CBH-FM 102.7 MHZ |
| QUEBEC | |
| **CBC owned station** | |
| Montreal | CBM-FM 93.5 MHZ |

| | |
|---|---|
| ONTARIO | |
| **CBC owned stations** | |
| Ottawa | CBOQ-FM 103.3 MHZ |
| Toronto | CBL-FM 94.1 MHZ |
| MANITOBA | |
| **CBC owned station** | |
| Winnipeg | CBW-FM 98.3 MHZ |
| SASKATCHEWAN | |
| **CBC owned station** | |
| Regina | CBK-FM 96.9 MHZ |
| ALBERTA | |
| **CBC owned stations** | |
| Calgary | CBR-FM 102.1 MHZ |
| Edmonton | CBX-FM 90.9 MHZ |
| BRITISH COLUMBIA | |
| **CBC owned station** | |
| Vancouver | CBU-FM 105.7 MHZ |

| FRENCH FM STEREO | FREQUENCY |
|---|---|
| NEW BRUNSWICK | |
| **CBC owned station** | |
| Moncton | CBAL-FM 98.3 MHZ |
| QUEBEC | |
| **CBC owned stations** | |
| Chicoutimi | CBJ-FM 100.9 MHZ |
| Montreal | CBF-FM 100.7 MHZ |
| Quebec | CBV-FM 95.3 MHZ |
| Rimouski | CJBR-FM 101.5 MHZ |
| ONTARIO | |
| **CBC owned stations** | |
| Ottawa | CBOX-FM 102.5 MHZ |
| Toronto | CJBC-FM 90.3 MHZ |

TOTAL STATIONS AND REBROADCASTERS
as of March 31, 1997

| | TELEVISION NETWORKS | | | RADIO NETWORKS | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | English | | French | | | |
| | English | French | Total TV | AM/FM Mono | FM Stereo | AM/FM Mono | FM Stereo | Total Radio | Grand Total |
| CBC-owned stations | 14 | 8 | 22 | 34 | 10 | 17 | 7 | 68 | **90** |
| CBC rebroadcasters | 440 | 173 | 613 | 379 | 15 | 154 | 2 | 550 | **1,163** |
| Private affiliated stations | 20 | 5 | 25 | 2 | – | 3 | – | 5 | **30** |
| Private affiliated rebroadcasters | 48 | 13 | 61 | 3 | – | 2 | – | 5 | **66** |
| Community owned stations | – | – | – | 1 | 1 | – | – | 2 | **2** |
| Community owned rebroadcasters | 147 | 14 | 161 | 50 | 6 | 8 | – | 64 | **225** |
| **TOTAL** | ***669*** | ***213*** | ***882*** | ***469*** | ***32*** | ***184*** | ***9*** | ***694*** | ***1,576*** |

# MAIN CBC ADDRESSES

### HEAD OFFICE

250 Lanark Avenue
P.O. Box 3220, Station "C"
Ottawa, Ontario K1Y 1E4
Phone: (613) 724-1200 (general)
(613) 724-5173 (TDD)
e-mail: commho@ottawa.cbc.ca

### CBC OMBUDSMAN

**English Services:**
David Bazay
P.O. Box 500, Station "A"
Toronto, Ontario M5W 1E6
e-mail: ombudsman@toronto.cbc.ca

**French Services:**
Mario Cardinal
1400 René-Lévesque Blvd. East
P.O. Box 6000
Montreal, Quebec H3C 3A8
e-mail: ombudsrc@montreal.src.ca

### ENGLISH NETWORKS

P.O. Box 500, Station "A"
Toronto, Ontario M5W 1E6
Phone: (416) 205-3311 (general)
(416) 205-6688 (TDD)
e-mail: cbcinput@toronto.cbc.ca

### FRENCH NETWORKS

1400 René-Lévesque Blvd. East
P.O. Box 6000
Montreal, Quebec H3C 3A8
Phone: (514) 597-5970 (general)
(514) 597-6013 (TDD)
e-mail: auditoire@montreal.src.ca

### RADIO CANADA INTERNATIONAL

1055 René-Lévesque Blvd. East
P.O. Box 6000
Montreal, Quebec H3C 3A8
Phone: (514) 597-7555 (general)

### CBC PENSION FUND

99 Metcalfe Street
Suite 1204
Ottawa, Ontario K1P 6L7
Phone: (613) 724-5529

## REGIONAL OFFICES

### NEWFOUNDLAND (ENGLISH)

Ayre's Centre, Pippy Place
P.O. Box 12010, Station "A"
St. John's, Newfoundland A1B 3T8
Phone: (709) 576-5000 (general)

### MARITIMES (ENGLISH)

5600 Sackville Street
P.O. Box 3000
Halifax, Nova Scotia B3J 3E9
Phone: (902) 420-8311 (general)

### ATLANTIC PROVINCES (FRENCH)

250 Archibald Street
P.O. Box 950
Moncton, New Brunswick E1C 8N8
Phone: (506) 853-6666 (general)

### PROVINCE OF QUEBEC (ENGLISH)

1400 René-Lévesque Blvd. East
P.O. Box 6000
Montreal, Quebec H3C 3A8
Phone: (514) 597-5970 (general)

### QUEBEC CITY AND EASTERN QUEBEC (FRENCH)

2475 Laurier Boulevard
P.O. Box 10400
Ste-Foy, Quebec G1V 2X2
Phone: (418) 654-1341 (general)

### ONTARIO (ENGLISH)

P.O. Box 500, Station "A"
Toronto, Ontario M5W 1E6
Phone: (416) 205-3311 (general)

### ONTARIO (FRENCH)

250 Lanark Avenue
P.O. Box 3220, Station "C"
Ottawa, Ontario K1Y 1E4
Phone: (613) 724-1200 (general)

### MANITOBA (ENGLISH AND FRENCH)

491 Portage Avenue
P.O. Box 160
Winnipeg, Manitoba R3C 2H1
Phone: (204) 788-3222 (general)

### SASKATCHEWAN (ENGLISH AND FRENCH)

2440 Broad Street
Regina, Saskatchewan S4P 4A1
Phone: (306) 347-9540 (general)

### ALBERTA (ENGLISH AND FRENCH)

8861 - 75th Street
P.O. Box 555
Edmonton, Alberta T5J 2P4
Phone: (403) 468-7500 (general)

### BRITISH COLUMBIA (ENGLISH AND FRENCH)

700 Hamilton Street
P.O. Box 4600
Vancouver, B.C. V6B 4A2
Phone: (604) 662-6000 (general)

### CBC NORTH

5129 - 49th Street
P.O. Box 160
Yellowknife, NWT X1A 1P8
Phone: (403) 669-3500 (general)

# SENIOR OFFICERS OF THE CBC

as of March 31, 1997

Hon. Perrin Beatty, P.C.
*President and CEO*

Louise Tremblay
*Senior Vice-President, Resources*

(vacant)
*Senior Vice-President, Media*

Jim Byrd
*Vice-President, English Television Services*

Michèle Fortin
*Vice-President, French Television Services*

Harold Redekopp
*Vice-President, English Radio*

Marcel Pépin
*Vice-President, French Radio*

George C.B. Smith
*Vice-President, Human Resources*

Gerald Flaherty, Q.C.
*Vice-President, General Counsel and Corporate Secretary*

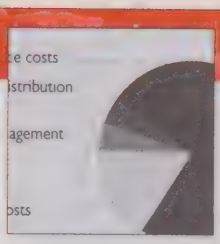
Robert Hertzog
*Vice-President, Internal Audit*

Michael McEwen
*Senior Advisor, Office of the President*

Financial Report

# 1996 – 1997

CBC Radio-Canada




# MANAGEMENT DISCUSSION AND ANALYSIS

## FOREWORD

In 1996–1997, the Corporation focused on implementing its restructuring plan, a result of lower resource levels arising from reduced government funding, the impact of new cost increases and an anticipated reduction in commercial revenues resulting from the continued fragmentation of television audiences.

The Corporation has concentrated on streamlining its administrative operations, identifying operating efficiencies, and negotiating new collective agreements with its English unions; these new agreements permit a more flexible and efficient use of human resources through the multi-skilling of the workforce and a realignment of jurisdictional boundaries.

Other reductions required to meet the lower resource levels forecast for future years will be implemented in 1997–1998 and 1998–1999, and will have a greater impact on the "on air" product of the Corporation.

Since 1994–1995, the Financial Statements have shown that costs related to the Corporation's major downsizing initiatives have amounted to $223.5 million. To date, $148 million ($50 million of which is a repayable advance) has been received from the government to help fund these downsizing costs.

Broadcast Centre Trust finalized long-term financing on the CBC's Broadcast Centre in Toronto in January of 1997, with the issue of $400 million of 30 year fully amortizing bonds, at an interest rate of 7.53 %. Since the Corporation's rental payments are tied to the cost of financing, the annual lease payments have now been set at $33 million over the 30 year life of the bonds.

In December 1996, the government renewed its commitment to Radio Canada International and guaranteed one year of funding for the service beginning April 1, 1997. In February 1997, the government announced $10 million of additional annual funding for CBC's French and English language radio services effective April 1, 1997. In keeping with the Corporation's strategic priorities for its radio services, this new funding will be directed towards talent development, regional reflection and future growth into new media.

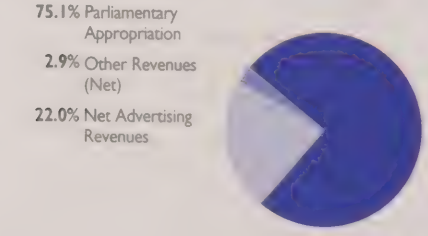
Overall, for 1996–1997, the Corporation met its planned financial reduction targets, and was able to advance other reductions which were planned for subsequent years. This contributed to the operating surplus of $34.5 million which will be carried forward into 1997–1998, and used to manage any slippage in the implementation of its incremental 1997–1998 funding reduction of $118 million.

## SOURCES OF FUNDS

The Corporation's total sources of funds, including the $36.1 million transfer from capital funds, decreased by $120.4 million or 9.6% over last year.

| SOURCES OF FUNDS | 1996–1997 | 1995–1996 | $ Change | % Change |
|---|---|---|---|---|
| | *(in thousands of dollars)* | | | |
| Parliamentary Operating Appropriation<br>The net operating appropriation decreased by $108.8 million from last year's level due to planned government funding reductions. | 854,449 | 963,229 | (108,780) | (11.3) |
| Other Net Sources of Revenues (Note 4): | | | | |
| Net advertising revenues – Main service (excluding net Olympic and World Cup revenues)<br>Advertising revenues have decreased due to a weakening of the television market. | 250,522 | 261,467 | (10,945) | (4.2) |
| Miscellaneous revenues – Main service<br>These revenues include such items as the rental of facilities, and have remained stable. | 39,837 | 39,537 | 300 | 0.8 |
| Special programming events<br>Net incremental costs/revenues of the Atlanta Olympic Games and World Cup Hockey are included here for 1996–1997. | 2,916 | N/A | 2,916 | N/A |
| Net incremental specialty services<br>Previous years' surplus carryforwards are accumulated to fund current year activities. | (145) | (1,049) | 904 | N/A |
| Net programming sales<br>Net program sales to outside broadcasters decreased this year. | 891 | 1,555 | (664) | (42.7) |
| Radio Canada International funding shortfall<br>The Federal Government reduced its funding of RCI activities below the 1995–1996 level. | (10,505) | (6,368) | (4,137) | 65.0 |
| *Total Other Net Sources of Revenues* | *283,516* | *295,142* | *(11,626)* | *(3.9)* |
| ***Total Sources of Funds*** | ***1,137,965*** | ***1,258,371*** | ***(120,406)*** | ***(9.6)*** |

SOURCES OF OPERATING FUNDS
AS OF MARCH 31, 1997



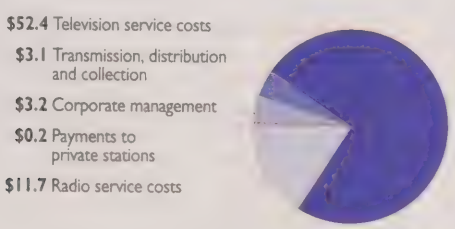
## APPLICATION OF FUNDS

Total operating expenditures, excluding items netted out of revenues and before tax, decreased by $257.2 million, or 18.2%, over last year.

| APPLICATION OF FUNDS | 1996–1997 | 1995–1996 | $ Change | % Change |
|---|---|---|---|---|
| | | *(in thousands of dollars)* | | |
| **Items requiring current operating funds**<br>As expected, and in line with the expense reduction program, the level of expenditures has decreased in comparison with last year. | 1,116,924 | 1,187,480 | (70,556) | (5.9) |
| **Items not requiring current operating funds (Note 3b)**<br>This change is primarily attributable to a decrease in the amortization of items funded from the capital appropriation, and to an increase in the deferred pension contributions. | 102,336 | 128,177 | (25,841) | (20.2) |
| Total Expenses, before downsizing expense and tax | *1,219,260* | *1,315,657* | *(96,397)* | *(7.3)* |
| **Downsizing program**<br>The majority of the downsizing costs relating to the workforce reduction program were recorded last year. | 18,991 | 110,592 | (91,601) | N/A |
| **CBC Pension Plan curtailment**<br>The 1995–1996 expense reflects the estimated cost of the impact on the CBC Pension Plan resulting from the major workforce reduction. As actual results varied from expected, the 1996–1997 credit to expense reflects a reduction to the 1995–1996 estimate. | (38,303) | 94,909 | (133,212) | N/A |
| **Parliamentary appropriation for downsizing**<br>A total of $148 million in government funding has been received to-date, of which $50 million is a repayable advance. | (41,975) | (106,025) | 64,050 | N/A |
| Total Expenses, before tax | ***1,157,973*** | ***1,415,133*** | ***(257,160)*** | ***(18.2)*** |

$70.6 MILLION REDUCTION IN OPERATING EXPENDITURES*

(in millions of dollars)



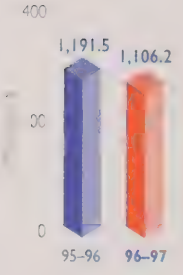

* *Before downsizing and taxes*

## OPERATING EXPENSE

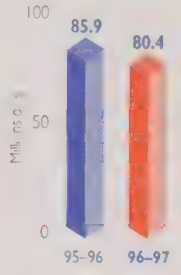
The Corporation's total operating expenditures, excluding items netted out of revenue, downsizing costs, and taxes, decreased by $96.4 million, or 7.3%, over last year.

This decrease in expenditures results primarily from the streamlining of administrative operations and the achievement of other operating efficiencies.

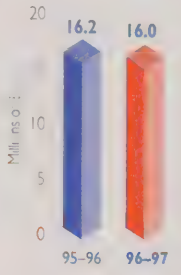
TELEVISION AND RADIO SERVICES



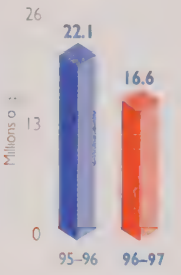

TRANSMISSION, DISTRIBUTION AND COLLECTION



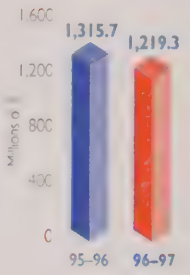

PAYMENTS TO PRIVATE STATIONS




CORPORATE MANAGEMENT




TOTAL – EXCLUDING DOWNSIZING AND TAXES




The transmission, distribution and collection of our television and radio services include satellite and terrestrial line costs, transmitter maintenance and the amortization of transmitters and equipment. Many of these costs are not variable in the short-term, as such costs relate to rates set by regulatory bodies or to contracts negotiated over the long-term. In previous years, media activities involving the preparation and packaging of programs for distribution, were reflected in this category of expense. For 1996–1997 (with 1995–1996 figures revised accordingly), these costs are more appropriately included in the media areas.

TOTAL EXPENSES, EXCLUDING ITEMS NETTED OUT OF REVENUE, DOWNSIZING AND TAXES

| | 1996–1997 | 1995–1996 | $ Change | % Change |
|---|---|---|---|---|
| | *(in thousands of dollars)* | | | |
| Television and radio service costs | 1,106,231 | 1,191,529 | (85,298) | (7.2) |
| Transmission, distribution and collection | 80,388 | 85,858 | (5,470) | (6.4) |
| Payments to private stations | 16,019 | 16,185 | (166) | (1.0) |
| Corporate management | 16,622 | 22,085 | (5,463) | (24.7) |
| Total | ***1,219,260*** | ***1,315,657*** | ***(96,397)*** | ***(7.3)*** |

## DOWNSIZING PROGRAM

Downsizing costs recorded in the financial statements over the past three years total $223.5 million.

DOWNSIZING EXPENSE

| | 1996–1997 | 1995–1996 | 1994–1995 | Total |
|---|---|---|---|---|
| | | *(in thousands of dollars)* | | |
| Downsizing program | 18,991 | 110,592 | 33,274 | 162,857 |
| CBC Pension Plan curtailment | (38,303) | 94,909 | 4,000 | 60,606 |
| Downsizing expense | | | | ***223,463*** |

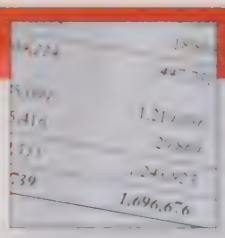
As explained in the notes to the financial statements, the CBC is held accountable to government on a funding basis rather than a financial statement basis, and the cost of the downsizing program on that funding basis has so far amounted to $246.4 million.

The Federal Government has thus far funded $148 million of the downsizing program cost ($50 million of which is a repayable advance). The Corporation has requested further assistance from the Government of Canada to fund the balance of costs relating to this program.

## BALANCE SHEET ITEMS

The increase in current assets over the previous year is primarily related to cash funds associated with the downsizing program. This is partly offset by a decrease in prepaid items relating to the prepayment of rights for the Atlanta Olympic Games in 1995–1996, and a reduction in program inventory levels. For long-term assets, the decrease in levels is attributable to the reduced capital spending levels and the write-off of goodwill related to the purchase, in 1994–1995, of television station CBAT in Saint John, New Brunswick.

The reduced level of current liabilities results mainly from a reduction in income taxes payable and a decrease in employee termination benefits due to the significant workforce reduction. Long-term liabilities have decreased mainly due to a reduction in pension liabilities, also related to the workforce reduction, and to a decrease in the capital lease obligation for the Broadcast Centre in Toronto.



# FINANCIAL STATEMENTS

## MANAGEMENT'S RESPONSIBILITY FOR THE FINANCIAL STATEMENTS

The financial statements and all other information presented in the annual report are the responsibility of management and have been reviewed and approved by the Board of Directors of the Corporation. These financial statements, which include amounts based on management's best estimates as determined through experience and judgement, have been properly prepared within reasonable limits of materiality and are in accordance with generally accepted accounting principles.

Management of the Corporation maintains books of account, records, financial and management control, and information systems, which are designed for the provision of reliable and accurate financial information on a timely basis. These controls provide reasonable assurance that assets are safeguarded, that resources are managed economically and efficiently in the attainment of corporate objectives, that operations are carried out effectively and that transactions are in accordance with the *Broadcasting Act* and the by-laws of the Corporation.

The Corporation's Internal Auditor has the responsibility for assessing the Corporation's systems, procedures and practices. The Auditor General of Canada conducts an independent audit of the annual financial statements and reports on his audit to the Canadian Broadcasting Corporation and the Minister of Canadian Heritage.

The Board of Directors' Audit Committee, which consists of four members, none of whom is an officer of the Corporation, reviews and advises the Board on the financial statements and the Auditor General's report thereto. The Audit Committee oversees the activities of Internal Audit and meets with management, the Internal Auditor and the Auditor General on a regular basis to discuss the financial reporting process as well as auditing, accounting and reporting issues.

Ottawa, Canada

June 16, 1997

PRESIDENT AND CEO

SENIOR VICE-PRESIDENT, RESOURCES

## AUDITOR'S REPORT

*To the Board of Directors of the*
*Canadian Broadcasting Corporation*
*and the Minister of Canadian Heritage*

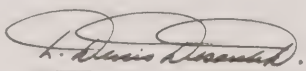
I have audited the balance sheet of the Canadian Broadcasting Corporation as at March 31, 1997 and the statements of operations, proprietor's equity account and cash flow for the year then ended. These financial statements are the responsibility of the Corporation's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Corporation as at March 31, 1997 and the results of its operations and the changes in its financial position for the year then ended in accordance with generally accepted accounting principles. As required by the *Broadcasting Act*, I report that, in my opinion, these principles have been applied on a basis consistent with that of the preceding year.

Further, in my opinion, the transactions of the Corporation that have come to my notice during my audit of the financial statements have, in all significant respects, been in accordance with Part III of the *Broadcasting Act* and the by-laws of the Corporation.

Ottawa, Canada
June 16, 1997



L. DENIS DESAUTELS, FCA
AUDITOR GENERAL OF CANADA

# STATEMENT OF OPERATIONS

*For the year ended March 31, 1997*

| | 1997 | 1996 |
|---|---|---|
| | *(thousands of dollars)* | |
| **REVENUE** | | |
| Parliamentary appropriations (Note 3a) | 854,449 | 963,229 |
| Other revenue, net (Note 4) | 283,516 | 295,142 |
| | *1,137,965* | *1,258,371* |
| **EXPENSE** | | |
| Television and radio service costs | 1,106,231 | 1,191,529 |
| Transmission, distribution and collection | 80,388 | 85,858 |
| Payments to private stations | 16,019 | 16,185 |
| Corporate management | 16,622 | 22,085 |
| Total expense before downsizing expense and taxes | *1,219,260* | *1,315,657* |
| Net operating loss before downsizing expense and taxes | (81,295) | (57,286) |
| Downsizing program (Note 5) | (19,312) | 205,501 |
| Parliamentary appropriation for downsizing program (Note 3a) | (41,975) | (106,025) |
| Provision for income and large corporations taxes (Note 6) | 2,959 | 3,041 |
| Net operating loss for the year | *(22,967)* | *(159,803)* |
| Reconciliation to government funding basis: | | |
| Deduct: Net items not requiring current operating funds (Note 3b) | 63,921 | 153,018 |
| Operating fund surplus (deficit) for the year | 40,954 | (6,785) |
| Operating fund (deficit) surplus, beginning of year | (6,429) | 356 |
| Operating fund surplus (deficit), end of year | ***34,525*** | ***(6,429)*** |

*The accompanying notes form an integral part of the financial statements.*

# BALANCE SHEET

*As at March 31, 1997*

| | 1997 | 1996 |
|---|---|---|
| | *(thousands of dollars)* | |
| **ASSETS** | | |
| Current | | |
| Cash and short-term investments | 216,137 | 181,055 |
| Accounts receivable | 109,686 | 108,620 |
| Program inventory | 96,517 | 105,552 |
| Prepaid expenses | 21,361 | 33,666 |
| Deferred income tax | 20,523 | 18,858 |
| | *464,224* | *447,751* |
| Capital assets (Note 7) | 1,185,099 | 1,219,056 |
| Deferred charges and other assets (Note 8) | 15,416 | 29,869 |
| | *1,200,515* | *1,248,925* |
| | ***1,664,739*** | ***1,696,676*** |
| **LIABILITIES** | | |
| Current | | |
| Accounts payable and accrued liabilities | 185,919 | 191,579 |
| Accrued vacation pay | 40,088 | 37,730 |
| Employee termination benefits | 112,104 | 153,293 |
| Obligations under capital leases (Note 11) | 15,827 | 14,193 |
| | *353,938* | *396,795* |
| Long-term | | |
| Employee termination benefits | 65,824 | 66,684 |
| Deferred pension liability (Note 10) | 97,748 | 155,314 |
| Obligations under capital leases (Note 11) | 389,276 | 397,672 |
| | *552,848* | *619,670* |
| **PROPRIETOR'S EQUITY** | | |
| Proprietor's equity account | 757,953 | 680,211 |
| | ***1,664,739*** | ***1,696,676*** |

*The accompanying notes form an integral part of the financial statements.*

**APPROVED ON BEHALF OF THE BOARD OF DIRECTORS:**

SENIOR VICE-PRESIDENT, RESOURCES

DIRECTOR

DIRECTOR

## STATEMENT OF PROPRIETOR'S EQUITY ACCOUNT

*For the year ended March 31, 1997*

| | *1997* | *1996* |
|---|---|---|
| | *(thousands of dollars)* | |
| Balance, beginning of year | *680,211* | *738,599* |
| Add (deduct): | | |
| Parliamentary appropriations (Note 3a): | | |
| For capital fund | 96,709 | 97,415 |
| For working capital fund | 4,000 | 4,000 |
| Net operating loss for the year | (22,967) | (159,803) |
| Balance, end of year | *757,953* | *680,211* |

*The accompanying notes form an integral part of the financial statements.*

# STATEMENT OF CASH FLOW

*For the year ended March 31, 1997*

| | *1997* | *1996* |
|---|---|---|
| | *(thousands of dollars)* | |
| **Operating Activities** | | |
| Net operating loss for the year | (22,967) | (159,803) |
| Gain on disposal of capital assets | (202) | (2,611) |
| Items not involving cash: | | |
| Amortization of capital assets | 117,303 | 137,411 |
| Amortization of deferred charges and other assets | 14,453 | 7,418 |
| Employee termination benefits | (860) | (37,409) |
| Deferred pension contribution | (57,566) | 85,382 |
| Net change in working capital balances excluding cash and short-term investments (Note 15) | (24,208) | 85,719 |
| | *25,953* | *116,107* |
| **Financing Activities** | | |
| Parliamentary appropriations (Note 3a): | | |
| For capital fund | 96,709 | 97,415 |
| For working capital fund | 4,000 | 4,000 |
| Proceeds on disposal of capital assets/ financing from other organizations | 2,690 | 4,560 |
| | *103,399* | *105,975* |
| **Investing Activities** | | |
| Acquisition of capital assets | (85,874) | (81,438) |
| Capital portion of lease payments | (13,188) | (17,836) |
| Refinancing of capital lease | 4,792 | – |
| Deferred charges | – | (394) |
| Other assets | – | 33 |
| | *(94,270)* | *(99,635)* |
| **Increase in cash and short-term investments** | *35,082* | *122,447* |
| Cash and short-term investments, beginning of year | 181,055 | 58,608 |
| **Cash and short-term investments, end of year** | ***216,137*** | ***181,055*** |

*The accompanying notes form an integral part of the financial statements.*

# NOTES TO FINANCIAL STATEMENTS

For the year ended March 31, 1997

## 1 AUTHORITY AND OBJECTIVE

The Canadian Broadcasting Corporation was first established by the 1936 Canadian Broadcasting Act and continued by the 1958, 1968 and 1991 Broadcasting Acts. The Corporation is an agent of Her Majesty and all property acquired by the Corporation is the property of Her Majesty.

As the national public broadcaster, the Canadian Broadcasting Corporation provides radio and television services in both official languages incorporating predominantly and distinctively Canadian programs to reflect Canada and its regions to national and regional audiences.

## 2 SIGNIFICANT ACCOUNTING POLICIES

### a Basis of Presentation

The financial statements include the accounts of the Corporation and its proportionate share of the assets, liabilities, revenues and expenses relating to joint venture activities.

### b Parliamentary Appropriations

The Corporation is mainly financed by the Government of Canada. Parliamentary appropriations are provided for operating expenditures and downsizing expenses and are recorded as income. Parliamentary appropriations for capital and working capital funds are credited to Proprietor's Equity Account.

### c Program Inventory

Program Inventory consists of:

(i) Programs completed and in process of production, or available for sale

Programs completed and in process of production, or available for sale are stated at cost. Cost includes the cost of materials and services, and the share of labour and overhead expenses applicable to programs.

Program costs are charged to operations as the programs are broadcast or deemed unusable, or are sold.

(ii) Film and Script Rights

The Corporation enters into contracts for script and film broadcasting rights. As payments are made under the terms of each contract they are reflected in the accounts as prepaid film rights. The film rights are charged to operations on an accelerated basis as the programs are broadcast or when deemed unusable.

### d Short-Term Investments

Short-term investments which include bank deposits, notes and treasury bills are valued at cost which approximates fair market value.

### e Capital Assets

Capital assets are recorded at cost. The cost of assets constructed by the Corporation includes material, engineering services, direct labour and related overhead.

Assets recorded as capital leases are initially recorded at the present value of the minimum lease payments at the inception of the lease. Amortization is calculated on the straight-line method using rates based on the estimated useful life of the assets as follows:

| | |
|---|---|
| Buildings | 33 years |
| Technical equipment | |
| Transmitters and towers | 20 years |
| Other | 10 years |
| Furnishings and office equipment | 10 years |
| Computers | 5 years |
| Automotive | 5 years |

Leasehold improvements are capitalized and amortized over the remaining term of the respective leases to a maximum period of five years. Amounts included in uncompleted capital projects are transferred to the appropriate capital asset classification upon completion, and are then amortized according to the Corporation's policy.

### f Deferred Charges and Other Assets

Deferred costs incurred in the development of specialty channels and goodwill arising from the acquisition of broadcast undertakings are amortized over seven years based on a normal license period. Deferred costs incurred by joint ventures are amortized over a period of five years. Other costs are amortized over the period of the respective agreements.

### g Pension Cost and Obligation

The Corporation provides pensions based on length of service and final average earnings as classified under defined benefit retirement pension arrangements.

The cost of pension benefits earned by employees is determined using the projected benefit method of actuarial valuation with projected salary increases where appropriate, pro-rated on services and charged to operations as services are rendered. This cost reflects management's best estimate of the pension fund's expected investment yields, and of salary escalations, mortality of members, terminations and ages at which members will retire. The surplus on the introduction of this accounting policy, adjustments arising from plan amendments, experience gains and losses and changes in assumptions are amortized over the estimated average remaining service life of the employee group.

The difference between the accumulated pension expense and the employer's contributions to the Pension Fund is reflected in the balance sheet as a long-term deferred charge or deferred pension liability as the case may be.

### h Other Post-Employment Benefits

In addition to pension benefits, the Corporation provides life insurance benefits to its retired employees. The costs related to this benefit are expensed as incurred by the Corporation during the post-retirement period.

### i Employee Termination Benefits and Vacation Pay

Employee termination benefits and vacation pay are expensed as the benefits accrue to employees under their respective terms of employment.

Termination benefits are calculated on an actuarial basis taking into account the future expected payments, the probabilities of payment and discount to the valuation date. The present value of the projected cost is recorded as a liability.

Vacation pay is valued at cost calculated at salary levels in effect at the end of the year for all unused vacation pay benefits accruing to employees.

### j Measurement Uncertainty

The preparation of financial statements in accordance with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of assets and liabilities at the date of the financial statements and the reported amounts of income and expenses during the reporting period. Employee termination benefits and deferred pension liability are the most significant items where estimates are used. Actual results could differ from those estimates.

## 3 PARLIAMENTARY APPROPRIATIONS

a Parliamentary appropriations approved and the payments received by the Corporation during the year are as follows:

| | 1997 | 1996 |
|---|---|---|
| | *(thousands of dollars)* | |
| Appropriations for: | | |
| Operating Fund | | |
| Annual Operating Fund | 818,329 | 918,229 |
| Transfer from Capital Fund | 36,120 | 45,000 |
| | ***854,449*** | ***963,229*** |
| Funding for downsizing program | ***41,975*** | ***106,025***[1] |
| Capital Fund | 140,829 | 142,415 |
| Less: transfer to Operating Fund | 36,120 | 45,000 |
| Less: transfer to 1997–98 fiscal year | 8,000 | – |
| | ***96,709*** | ***97,415*** |
| Working Capital Fund | ***4,000*** | ***4,000*** |

*[1] Of this amount, a total of $50 million was received in the form of repayable advance which will be recovered from future appropriations, with interest, starting in 1998–1999 on an annual basis until 2009–2010.*

b The Corporation receives a significant portion of its funding through parliamentary appropriation and therefore manages its operations on a government funding basis. The actual expenditures requiring current operating funds are the essential measure of the Corporation's financial operating requirements for the year.

The following summarizes the reconciling items not requiring or generating current operating funds.

| | 1997 | 1996 |
|---|---|---|
| | *(thousands of dollars)* | |
| Income items related to capital assets | (202) | (2,611) |
| Other income items included in the net revenue figure: | | |
| Amortization, employee termination benefits and, vacation pay, deferred pension and other items | 4,704 | 8,927 |
| | *4,502* | *6,316* |
| Expense related to operating activities: | | |
| Amortization of capital assets | 117,303 | 137,411 |
| Goodwill and other | 7,979 | 5,108 |
| Interest expense on capital lease | – | (1,384) |
| Employee termination benefits and vacation pay | 4,483 | 3,596 |
| Program inventory costs | (3,462) | 1,900 |
| Deferred pension contribution | (19,263) | (9,527) |
| | *107,040* | *137,104* |
| Less: Income items | (4,704) | (8,927) |
| Sub-total | *102,336* | *128,177* |
| Downsizing – Employee termination benefits and vacation pay | (2,985) | (57,547) |
| Downsizing – Pension plan curtailment | (38,303) | 94,909 |
| Income taxes | (1,629) | (18,837) |
| Net items not requiring current operating funds | ***63,921*** | ***153,018*** |

## 4 OTHER REVENUE, NET

This consists of the following items:

| | March 31, 1997 | | | March 31, 1996 | | |
|---|---|---|---|---|---|---|
| | Revenue | Expense | Net | Revenue | Expense | Net |
| | | | *(thousands of dollars)* | | | |
| Advertising | 293,664 | 43,142 | 250,522 | 305,508 | 44,041 | 261,467 |
| Special Programming Events | 58,446 | 55,530 | 2,916 | – | – | – |
| Specialty Services: | | | | | | |
| CBC Newsworld | 54,677 | 54,817 | (140) | 51,173 | 51,814 | (641) |
| RDI | 30,598 | 30,603 | (5) | 27,500 | 27,908 | (408) |
| Program Sales | 12,724 | 11,833 | 891 | 13,598 | 12,043 | 1,555 |
| RCI | 6,419 | 16,924 | (10,505) | 10,080 | 16,448 | (6,368) |
| Miscellaneous | 52,498 | 12,661 | 39,837 | 56,321 | 16,784 | 39,537 |
| | ***509,026*** | ***225,510*** | ***283,516*** | ***464,180*** | ***169,038*** | ***295,142*** |

### Advertising

Revenues from the sale of advertising time are reflected here, net of the selling and marketing expenses required to generate the revenues.

### Special Programming Events

Special programming events are defined as events for which the revenues or expenses are individually significant and are not part of the regular annual programming schedule. For 1996–1997, special programming events include the Olympic Games and the World Cup of Hockey.

### Specialty Services – CBC Newsworld and RDI

The Corporation operates CBC Newsworld and RDI under license conditions that the operations be reported on an incremental cost and revenue basis. In compliance with the license conditions, the Corporation will report the above results for 1997, and has reported the results for 1996, to the Canadian Radio-television and Telecommunications Commission.

As at March 31, 1997, the cumulative net operating surplus carried forward to fund CBC Newsworld's future years' activities totalled $0.5 million (1996 – $0.6 million) and for RDI, a surplus of seven thousand dollars (1996 – twelve thousand dollars). These activities are an integral part of the operations of the Corporation.

### Program Sales

Revenue generated through the sale of programming to outside broadcasters and the related marketing expenses are included here.

### Radio Canada International (RCI)

For 1995–1996 and 1996–1997, the Corporation agreed to subsidize the operations of RCI. Revenue represents funding received from various government departments and agencies.

### Miscellaneous

Revenues from the rental and sale of facilities and services, lease of transmitter sites, interest receipts, and joint venture activities are reflected here, partly offset by any incremental expenses related to the revenues.

## 5 DOWNSIZING PROGRAM

The Corporation continued its cost reduction efforts to address the impact of the budget cuts announced by the Government of Canada.

The downsizing program resulted in the departure of employees through incentive programs and lay-offs.

Management's best estimate of the costs associated with the three year downsizing program is as follows:

| | 1997 | 1996 | 1995 | Total |
|---|---|---|---|---|
| | | *(in thousands of dollars)* | | |
| Employee termination and special benefits | 11,283 | 99,350 | 33,274 | 143,907 |
| Pension expense[1] | (38,303) | 94,909 | 4,000 | 60,606 |
| Transfer and removal, outplacements and other | 7,708 | 11,242 | – | 18,950 |
| | (19,312) | 205,501 | 37,274 | 223,463 |
| Reconciliation to government funding basis | | | | |
| Unfunded expenses recorded annually as part of normal operations, in previous years[2] | 2,985 | 57,547 | 23,051 | 83,583 |
| Pension expense[1] | 38,303 | (94,909) | (4,000) | (60,606) |
| Expenses on a government funding basis | ***21,976*** | ***168,139*** | ***56,325*** | ***246,440*** |

Other downsizing costs, which could not be reasonably estimated, will be recorded as incurred.

The Corporation has requested further assistance from the Government of Canada to fund the cost of the downsizing program.

*1 The pension costs of the downsizing program (1996 – $94.9 million) were adjusted downward by $38.3 million to reflect management's revised cost estimates for terminations and retirements.*

*2 Employee termination benefits and vacation pay expensed annually as benefits accrued to employees under their respective terms of employment.*

## 6 INCOME AND LARGE CORPORATIONS TAXES

The Corporation is a prescribed federal Crown corporation under Part LXXI of the Income Tax Regulations and is subject to the provisions of the *Income Tax Act* (Canada). The Corporation is not subject to provincial income taxes on its own activities.

The Corporation's net provision for tax of $2.9 million (1996 – $3.0 million) is the difference between the provision for income and large corporations taxes of $4.6 million (1996 – $21.9 million) and deferred income tax of $1.7 million (1996 – $18.9 million).

The Corporation has net timing differences resulting from items reported for tax purposes in different periods than for accounting purposes of $58.1 million (1996 – $161.4 million), the benefit of which has not been recognized in the financial statements. These timing differences generally result from the accrual of pension and severance pay costs, and capital cost allowance on its long term capital lease where funding for the lease obligation is provided over several years. Capital cost allowance is not claimed on other capital assets, as the related capital funding is usually received in full in the same year in which the asset is acquired.

## 7 CAPITAL ASSETS

| | Cost | Accumulated Amortization | Net Book Value 1997 | 1996 |
|---|---|---|---|---|
| | | *(thousands of dollars)* | | |
| Land | 35,560 | – | 35,560 | 35,941 |
| Buildings | 348,838 | 182,363 | 166,475 | 168,416 |
| Technical Equipment | 1,091,251 | 644,875 | 446,376 | 462,248 |
| Furnishings, office equipment and computers | 76,754 | 47,061 | 29,693 | 32,806 |
| Automotive | 28,710 | 19,765 | 8,945 | 11,079 |
| Leasehold improvements | 7,221 | 4,827 | 2,394 | 2,124 |
| Property under capital leases | 511,575 | 61,329 | 450,246 | 465,015 |
| Uncompleted capital projects | 45,410 | – | 45,410 | 41,427 |
| | ***2,145,319*** | ***960,220*** | ***1,185,099*** | ***1,219,056*** |

## 8 DEFERRED CHARGES AND OTHER ASSETS

| | Cost | Accumulated Amortization | Net Book Value 1997 | 1996 |
|---|---|---|---|---|
| | | *(thousands of dollars)* | | |
| Deferred Charges | | | | |
| CBC Newsworld | – | – | – | 297 |
| Réseau de l'information | 5,243 | 1,459 | 3,784 | 4,671 |
| Joint venture activities | 2,839 | 1,135 | 1,704 | 2,219 |
| Other agreements | 18,509 | 8,583 | 9,926 | 14,218 |
| Goodwill | 9,799 | 9,799 | – | 7,582 |
| Investments | 882 | 880 | 2 | 882 |
| | ***37,272*** | ***21,856*** | ***15,416*** | ***29,869*** |

## 9 BUSINESS VENTURE ACTIVITIES

The Corporation has net equity of $5.4 million (1996 – $6.1 million) in joint business ventures which are accounted for using the proportionate consolidation method.

## 10 DEFERRED PENSION LIABILITY

Projections from an actuarial valuation prepared for accounting purposes show an estimated present value of accrued pension benefits of $2,556.8 million as at March 31, 1997 (1996 – $2,500.4 million) which includes $11.4 million (1996 – $9.0 million) of unfunded retirement benefits. The actuarial value of the pension fund assets as at March 31, 1997 was $2,767.6 million (1996 – $2,562.4 million).

The deferred pension liability as at March 31, 1997 amounting to $97.7 million (1996 – $155.3 million) is the difference between the accumulated pension expense and the employer's contributions to the pension fund.

## 11 OBLIGATIONS UNDER CAPITAL LEASES

### a Canadian Broadcasting Centre, Toronto

Payments under the Broadcasting Centre Lease are tied to the landlord's cost of financing. In 1996–1997, the landlord, Broadcast Centre Trust, refinanced the building on a long-term basis, leading to an amendment of the CBC's lease payment schedule.

The lease payments, under the terms of the amended payment schedule, are now fixed at $33,038,796 per annum until April 2027.

Future minimum lease payments and the obligation under the Broadcasting Centre Lease are as follows:

| | *(thousands of dollars)* |
|---|---|
| 1998 | 33,039 |
| 1999 | 33,039 |
| 2000 | 33,039 |
| 2001 | 33,039 |
| 2002 | 33,039 |
| Thereafter | 842,488 |
| Total minimum future payments | *1,007,683* |
| Deduct: Imputed interest (7.53%) | 602,745 |
| Obligation under capital lease | ***404,938*** |

CBC owns the land on which the Toronto Broadcasting Centre is located.

### b Other

As at March 31, 1997, the Corporation's obligation related to a capital lease, other than the Broadcasting Centre in Toronto, amounted to $165,000.

## 12 COMMITMENTS

### a Program Related and Other

As at March 31, 1997, commitments for sports rights amounted to $120.1 million; procured programs, film rights and co-productions amounted to $29.3 million and capital assets amounted to $9.6 million for total commitments of $159 million.

### b Operating Leases

Future annual payments related to operating leases are as follows:

| | *(thousands of dollars)* |
|---|---|
| 1998 | 60,778 |
| 1999 | 46,588 |
| 2000 | 31,834 |
| 2001 | 3,714 |
| 2002 | 1,753 |
| 2003 – 2062 | 3,877 |
| Total future payments | ***148,544*** |

### c Joint Venture Activities

The Corporation's proportionate share of commitments related to joint venture activities totalled $6.8 million (1996 – $5.7 million).

## 13 CONTINGENCIES

Various claims and legal proceedings have been asserted or instituted against the Corporation, including some which demand large monetary damages or other relief which could result in significant expenditures. Litigation is subject to many uncertainties, and the outcome of individual matters is not predictable. A provision for these expenditures has been recorded based on management's best estimate. It is reasonably possible that the Corporation may have to settle some of these claims for amounts in excess of established reserves in the near term. Any such costs will be charged to operations as incurred.

## 14 RELATED PARTY TRANSACTIONS

The Corporation is related in terms of common ownership and enters into transactions with other Government departments, agencies and Crown corporations in the normal course of business on normal trade terms applicable to all individuals and enterprises. Transactions with the Government of Canada are outlined in notes 3 and 4.

## 15 NET CHANGE IN NON-CASH WORKING CAPITAL BALANCES

| | 1997 | 1996 |
|---|---|---|
| | *(thousands of dollars)* | |
| Cash provided by (used for): | | |
| Accounts receivable | (1,066) | (5,228) |
| Program inventory | 9,035 | (884) |
| Prepaid expenses | 12,305 | (3,789) |
| Deferred income taxes | (1,665) | (18,858) |
| Accounts payable and accrued liabilities | (5,660) | 15,183 |
| Short-term portion of capital leases | 40 | 2 |
| Obligations under capital leases | 1,634 | (1,384) |
| Accrued vacation pay | 2,358 | (16,542) |
| Employee termination benefits | (41,189) | 117,219 |
| | ***(24,208)*** | ***85,719*** |

## 16 COMPARATIVE FIGURES

Certain of the 1996 comparative figures have been reclassified to conform to the current year's presentation.

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CBC Radio-Canada

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